



E OF SEPTEMBER, 1948

# AMERICAN GAS ASSOCIATION MONTHLY

# AT THE *Biltmore* WHERE *Food is Famous* THEY BAKE WITH **GAS**

At the Biltmore, where finest bakery products enhance the famous food, on-premise baking with GAS is the restaurant manager's key to complete control of the supply of baked goods. Flexible modern Gas Bake Ovens assure constantly fresh biscuits, rolls, muffins, cakes, pastries, because short runs can be handled in cycles with automatically controlled GAS assuring perfect timing in each section. Sudden peak demands for baked specialties become routine orders because sectional Gas Bake Ovens are ready for service at any required temperature, almost instantly.

President Frank W. Regan of Realty Hotels, Incorporated, explains,

"The bakeries of the three Realty Hotels of New York—the Biltmore, Park Lane and Barclay—supply sixteen distinguished restaurants and an equal number of private banquet and ball rooms. Because of the character of the clientele served, every item, from a simple biscuit to the most elaborate cake, must meet the most exacting standards of excellence. Complete reliance is placed on gas-fired ovens to achieve the consistently high quality of all bakery products."

A good way to maintain that reputation for high quality baked goods is to call your local Gas Company for details on modern Gas Bake Ovens.

Frank W. Regan,  
President of Realty  
Hotels, Inc., opera-  
tors of the Biltmore,  
Park Lane, and Bar-  
clay Hotels, New  
York City



The Biltmore, famous midtown New York hotel, rendezvous of world-traveling gourmets



MORE AND MORE...

THE TREND IS TO **GAS**

FOR ALL COMMERCIAL BAKING

Bakery wing of the Biltmore kitchens showing Gas-fired Blodgett sectional ovens

**AMERICAN GAS ASSOCIATION**

420 LEXINGTON AVENUE, NEW YORK 17, N.Y.





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# Convention reservations soar

An impressive array of gas industry resources will be on view in Atlantic City, N. J., October 4-8, at the thirtieth annual convention of the American Gas Association and the awe-inspiring exhibition of the Gas Appliance Manufacturers Association. More than 10,000 people from all walks of the gas business are expected to attend, making it the largest A. G. A. convention ever held.

Climaxing months of planning, the most advanced thinking of the country's foremost leaders within and outside the gas industry will be on tap. Vying for attention will be the most colorful, dramatic displays of modern gas appliances and equipment that can be assembled by the great manufacturing industry. Already, space reservations surpass any similar affair in the industry's history.

Broad problems of national import will be covered at the three morning general sessions on Tuesday, Wednesday and Thursday. Opening the formal business program of the convention will be meetings of the Natural and Manufactured Gas Departments on Monday morning and afternoon. Operating details and specific new developments will be discussed at sectional meetings on Tuesday, Wednesday and Thursday afternoons.

A strong merchandising flavor has been injected into the program and a special effort has been made to interest gas appliance dealers from all parts of the country. In addition to the exhibition, sales and advertising topics at the sectional meetings, and other attractions, thousands of dealers have been invited to attend a meeting Thursday afternoon which has been planned for them exclusively. A special program, "Flames of Freedom," will be held Friday morning for LP-gas appliance dealers.

As the fastest-growing branch of the industry, it is perhaps significant that the Natural Gas Department's meeting will inaugurate the formal convention program. Under the chairmanship of Robert W. Hendee, first vice-president of the Association, and president, Colorado Interstate Gas Co., Colorado Springs, this meeting will probe some of the industry's urgent governmental, social and economic problems. These include such topics as the "Economic Aspects of Gas Conservation" and "Regulation of the Oil and Gas Industry from the Standpoint of the Independent Producer."

A featured speaker will be M. V. Cousins, personnel director, United Gas Pipe Line Co., Shreveport, La., who will

discuss "Continuing Problems in Employee Relations." Mr. Cousins is a recognized authority on industrial relations and his address is awaited with unusual interest.

Rounding out this opening program will be the first large-scale showing of Columbia Gas System's new color film, "Eternal Flame." In richly dramatic style this film reveals some of the natural gas industry's history and development, highlighting problems that are met in providing gas to millions of homes and industries throughout the country. This film will also be shown at the exhibition and at daily intervals during the convention.

The Manufactured Gas Department meeting, starting at 2 P.M., Monday, will tackle four of the most broad-gauged and vital problems facing this branch of the industry. Hugh H. Cuthrell, chairman of the department, second vice-president of the Association, and vice-president of The Brooklyn Union Gas Co., will preside and also present the opening address on "Research and Promotion—An Investment in Security." As chairman of the General Promotional Planning Committee and a pillar of the precedent-breaking PAR program, Mr. Cuthrell is particularly well qualified to throw light on the industry's plans and progress in these fields.

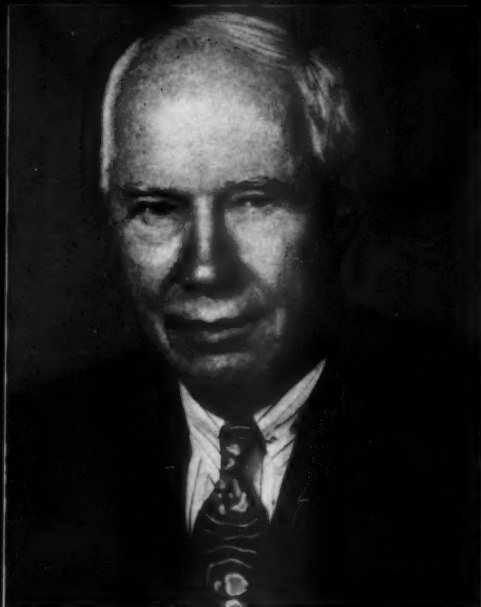
The peak load problem which has become increasingly critical since gas house heating swept the country, will be the subject of concentrated attention, and a prominent industry executive has been invited to give his views.

One of the country's leading financial experts, Edward Hopkinson, Jr., Drexel & Co., Philadelphia, will present a forthright analysis of the market for manufactured gas securities. A former partner in J. P. Morgan & Co., Mr. Hopkinson is a past-president, Investment Bankers Association of America, and a member of President Truman's Advisory Committee on Conduct and Financing of U. S. Foreign Trade.

The final feature of the Manufactured Gas Department session will be a symposium on the availability of gas-making materials conducted by J. V. Postles, chairman, A. G. A. Committee on Fuels, and vice-president, The Philadelphia Gas Works Company. At this session experts on fuel economics will give up-to-date information on the current and future supplies of coal, coke and oil.

Tuesday morning the general sessions will get under way

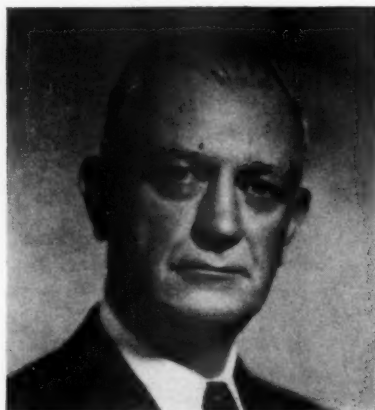
◀Spider's-eye view of The Brooklyn Union Gas Company's new waterless holder. Photo by John F. Flaherty



Hudson W. Reed, Association president, who will preside at the A.G.A. Convention in Atlantic City



Robert W. Hendee  
First Vice-President



Hugh H. Cuthrell  
Second Vice-President



Edward F. Barrett  
Treasurer

with the opening remarks of Hudson W. Reed, president of the American Gas Association, and president, The Philadelphia Gas Works Company. Later in the session, President Reed in the traditional presidential address will bring out the salient developments of his administration and lay down principles upon which the industry bases its hopes for the future. Under the title, "Facing Facts in the Gas Industry," President Reed is expected to comment on many of the compelling problems of the day.

The outlook for more and improved gas appliances will be presented by John A. Robertshaw, president, Gas Appliance Manufacturers Association, and president, Robertshaw-Fulton Controls

Co., Youngwood, Pa., under the cheering title "Clearing Skies." Mr. Robertshaw will supply the latest information on the entire appliance situation and also will discuss the close relations of G. A. M. A. and A. G. A.

A headline attraction at this first general session will be the appearance of Edmond M. Hanrahan, chairman, Securities and Exchange Commission, Washington, D. C. who will speak on "Financial Aspects of the Gas Expansion Program." The necessity for underwriting the industry's record-breaking expansion program, and Mr. Hanrahan's unique position in the financial world, make his remarks of paramount import.

Initial feature of the Wednesday general session will be an address by a nationally-known executive on management problems related to the most ad-

questioned value of this load to the industry and the stepped-up competitive promotional efforts make this a timely subject.

Putting a finger on one of the nation's foremost trouble spots, Lawrence A. Appley, president, American Management Association, New York, will direct attention to "The Next Step in Industrial Relations." As spokesman for many of the "blue chip" businesses in America, Mr. Appley is in a position to make one of the most valuable contributions to the convention.

Spearheading the final general session Thursday will be an address of universal interest entitled "Competition Unlimited." In this event the head of a large eastern utility has been invited to "take the lid off" in revealing the plans of the industry's competitors and the steps

vanced accounting policies.

At this point in the program the spotlight will turn to those men and women who have made outstanding contributions to the gas industry during the year. In a special ceremony, awards will be presented to the winners of the industry's highest honors. These include the Distinguished Service Award, Meritorious Service Award, Gas Heating Progress Award, Beal Medal, Home Service Achievement Award, and Progress Award in Gas Summer Air Conditioning.

Everett J. Boothby, vice-president, and general manager, Washington Gas Light Co., Washington, D. C., and an A. G. A. past-president, will talk on "Protecting the Commercial Gas Load." The un-

needed to combat them.

The key man in the unbridled competitive era ahead, the salesman, will be dissected, analyzed and theorized when Jack Lacy, president, Lacy Sales Institute, Boston, Mass., speaks on "What Makes Star Salesmen Tick?" His observations will be backed by extensive experience in the lucrative field of salesmanship.

A strong effort to push forward the frontiers of science will be revealed in the feature address of this session. One of the nation's topmost scientists whose work in atomic energy and other advanced technological fields is known the world over has been invited to speak on "Research Pays."

The nation's fuel bin will be subjected to a comprehensive and searching

analysis in an address which will round out the Thursday general session. A key figure in the oil and gas industry is expected to give the most recent information on reserves of various fuels and to discuss the potentialities of synthetic products.

Immediately after the last general session on Thursday a luncheon for personnel executives will be held at the Hotel Traymore. The principal speaker at this meeting will be Dr. Leo Wolman, director of the Bureau of Economic Research and Professor of Economics at Columbia University, whose topic is "The Executive and Collective Bargaining." Mr. Wolman is a member of the research staff of the National Bureau of Economic Research. Formerly he was chairman of the N.R.A. Labor Advisory Board, a member of the National Labor Board, and chairman of the Automobile Labor Board.

Adding to the vast amount of informative and inspirational material to be presented at this annual gas industry milestone will be full-fledged meetings of the Accounting, Industrial and Commercial Gas, Residential Gas, and Technical Sections, and the Home Service Department. Of wide popular interest is the Home Service Breakfast which will take place Wednesday morning and the Home Service Round-Table slated

for that afternoon. (Full details of these meetings are reported under the various Sections in this issue of the MONTHLY. Schedules for the Home Service Round-Table, Home Service Breakfast, and LP-gas dealers' "Flames of Freedom" program are reported on page 28).

The Entertainment Committee has arranged for a program of wide appeal with popular stars from the musical and entertainment world. All in all, this year's convention promises to make an indelible impression on all who attend.

## GENERAL SESSION

TUESDAY, OCTOBER 5—10:00 A.M.

### Ballroom-Auditorium

#### Opening Remarks

Hudson W. Reed, President, American Gas Association

#### Clearing Skies

John A. Robertshaw, President, Gas Appliance Manufacturers Association; President, Robertshaw-Fulton Controls Company, Youngwood, Pa.

#### Election of Officers

#### Facing Facts in the Gas Industry

Hudson W. Reed, President, American Gas Association; President, The

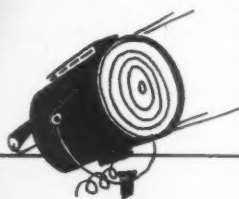
E. M. Hanrahan, chairman, Securities and Exchange Commission, will speak on Financial Aspects of the Gas Expansion Program



Lawrence A. Apple, president, American Management Association, will talk on The Next Step in Industrial Relations



Leo Wolman, director, Bureau of Economic Research, will discuss the Executive and Collective Bargaining



# Record exhibit forecast

A new record in number of exhibitors and volume of space already reserved was reported August 15 by the Gas Appliance Manufacturers Association in connection with its exhibition of gas appliances and equipment to be held in conjunction with the American Gas Association Atlantic City Convention the week of October 4.

As 160 manufacturers to date have reserved 65,000 square feet of the auditorium main floor, it may be necessary to open up additional areas to meet the last-minute demand for exhibit space. Because of mounting interest in the event a number of manufacturers who contracted for space sometime ago are now requesting additional space for their displays.

At the 1946 exhibition 150 manufacturers booked a total of 60,000 square feet to show their new and improved products. That figure has been passed a month and a half before this year's opening date. In 1936, the date of the last prewar exhibition, 55,000 square feet was used.

Participating groups will present special features at the exhibition. Servel, Inc., will occupy the stage with its display. The American Gas Association, G.A.M.A. and the Institute of Gas Technology have arranged exhibits of an educational and informational nature.

Gas incinerator manufacturers will have not only a section showing latest product developments but will also main-

tain an information center where utility executives, distributors and dealers may be brought up to date on progress in that field. Hotel, restaurant, and commercial gas equipment manufacturers will feature a large display section this year.

With more than 25,000 wholesalers and dealers in gas appliances and equipment invited to attend the show on Thursday, October 7 and liquefied petroleum gas dealers on Friday, October 8, it is expected that all attendance records for the exhibition will be broken.

New officers of G.A.M.A. will be installed at noon on Monday, October 4, when the board of directors meets in the Hotel Claridge.



Hollace Shaw, glamorous soprano of the CBS Saturday Night Serenade and formerly "Vivian" of the Hour of Charm, will star in the Wednesday evening show during the A.G.A. Convention

Philadelphia Gas Works Co., Philadelphia, Pa.

#### Financial Aspects of the Gas Expansion Program

Hon. Edmond M. Hanrahan, Chairman, Securities and Exchange Commission, Washington, D. C.

### EXECUTIVE SESSION

TUESDAY, OCTOBER 5—12 NOON  
Ballroom-Auditorium

(Only Company member delegates are eligible to attend)

Election of Company Members

Election of Directors

Election of General Nominating Committee

Election of Committee on Resolutions

### GENERAL SESSION

WEDNESDAY, OCTOBER 6—10:00 A.M.  
Ballroom-Auditorium

Address—

(Speaker to be announced)

Presentation of Awards

**Protecting the Commercial Gas Load**  
Everett J. Boothby, Vice-President and General Manager, Washington Gas Light Co., Washington, D. C.

**The Next Step in Industrial Relations**  
Lawrence A. Appley, President,

American Management Association, New York, N. Y.

### GENERAL SESSION

THURSDAY, OCTOBER 7—10:00 A.M.  
Ballroom-Auditorium

**Competition Unlimited**

(Speaker to be announced)

**Fuel Reserves and Synthetic Potentialities**

(Speaker to be announced)

**Research Pays**

(Speaker to be announced)

**What Makes Star Salesmen Tick?**

Jack Lacy, President, Lacy Sales Institute, Boston, Mass.

**Report—Time and Place Committee on 1949 Convention**

F. X. Mettenet, Vice-President, The Peoples Gas Light and Coke Co., Chicago

**Report—Resolutions Committee**

(Chairman to be elected at Executive Session)

### NATURAL GAS DEPARTMENT

MONDAY, OCTOBER 4—10:00 A.M.  
Ballroom-Auditorium

**Opening Remarks**

Robert W. Hendee, Chairman, Natural Gas Department; First Vice-President, American Gas Association; President, Colorado Interstate Gas Co., Colorado Springs, Colo.

**Report of Nominating Committee**

R. H. Hargrove, Chairman, Presi-

dent, Texas Eastern Transmission Corp., Shreveport, La.

**Report of Time and Place Committee (1949 Spring Meeting)**

J French Robinson, Chairman, President, The East Ohio Gas Co., Cleveland, Ohio

**Continuing Problems in Employee Relations**

M. V. Cousins, Personnel Director, United Gas Pipe Line Co., Shreveport, La.

### PERSONNEL COMMITTEE LUNCHEON FOR PERSONNEL EXECUTIVES

THURSDAY, OCTOBER 7—12:30 P.M.  
Rose Room—Hotel Traymore

**The Executive and Collective Bargaining**

Dr. Leo Wolman, Director, Bureau of Economic Research and Professor of Economics, Columbia University, New York, N. Y.

**Economic Aspects of Gas Conservation**  
(Speaker to be announced)

**Regulation of the Oil and Gas Industry from the Standpoint of the Independent Producer**

(Speaker to be announced)

**"Eternal Flame"**

Sound-color film produced by The Columbia Gas System, Inc.

(Continued on page 46)

Eight of the 12 celebrated Holliday Dancers who will be featured on the Thursday evening program







## Laboratory facilities expanded



Newly purchased building providing additional A.G.A. Testing Laboratories facilities on the West Coast (bottom photograph) is located at left rear of Pacific Coast branch (top) in Los Angeles

Acquisition by the American Gas Association of a new property providing additional laboratory facilities on the West Coast in order to augment already overtaxed facilities and meet growing appliance testing needs has been announced by H. Carl Wolf, managing director.

On the Pacific Coast the Association has purchased for laboratory testing purposes a building adjoining the present Los Angeles property which almost doubles the present floor space available there. This building, erected in 1940, is excellently suited for testing operations and fortunately became available at a time when otherwise it would have been necessary to undertake expansion on a much less satisfactory and piecemeal basis. According to Edwin L. Hall, Laboratories director, very little in the way of remodeling will be necessary other than the installation of the necessary partitions and piping for manufacturers' rooms. In addition, a gas cracking unit is being installed for the production of manufactured gas on the Laboratories premises, as the former supply is no longer available.

The purchase followed completion and study of a thorough survey of Laboratories needs made for the Laboratories Managing Committee by Mr. Hall and R. M. Conner, former director and now Laboratories consultant. Several expansion plans were considered by the Laboratories Managing Committee and its recommendation for purchase was approved by the Association's Finance Committee and later by the Executive Board.

It is believed that the availability of the additional floor space and property, while requiring a greater immediate cash outlay, will save the Association considerable expense in the long run. It was found that alternative plans for meeting the needs of the next ten years would have been more costly as well as largely of a temporary nature. The site and structure were acquired for considerably less than a conservative valuation of the land and estimated present-day reproduction costs of the building.

Likewise additional service facilities for manufacturers have been provided at the Cleveland Laboratories where the testing department recently instituted

two-shift operation in some departments and 24-hour operation of the closed room for space heaters.

Inadequate working facilities for manufacturers' engineers at both Laboratories began to be evident several years ago. Gradually over the years manufacturers' rooms had been reduced in number as expanding activities and test facilities required more floor space. This was due to a number of factors such as an increase in the number of firms making gas-burning equipment, the development of new types of appliances, adoption of approval requirements for additional types of gases, growth in the popularity of gas as a fuel, greatly expanded use of automatic controls and other appliance refinements, and the wider use of Laboratories facilities by manufacturers while appliances are being prepared and adjusted for tests. Thus not only regular testing operations were greatly expanded but a sharp rise took place in the amount of retesting necessary.

As a result manufacturers did not have adequate work space at the Laboratories to make adjust- (Continued on page 45)

# Keep your safety record clean



A prime requirement of every efficient safety program is to locate plant hazards and get rid of them before they actually exist. Mr. Brown (center) and safety assistants painstakingly checking blueprints at Consolidated Edison Co. of New York, Inc.

BY W. F. BROWN\*

*Chairman, Accident Prevention  
Committee, American Gas Association*

**T**he American gas industry was among the first to realize the importance of accident prevention and it has been among the leaders and supporters of the safety movement since its inception. The very nature of the business required that adequate steps be taken to develop the necessary skills and safeguards for efficient operation. Indications of sincere interest in the safe operation of plants and a desire to prevent needless suf-

fering and economic losses are encouraging because there is a real danger of slipping backward 15 or 20 years in the gas industry unless steps are taken now to arrest the present adverse trend of accidents.

In order to discuss the principles of accident prevention, it is first necessary to define the term "safety," which means the prevention of all accidents and all losses, or the absence of danger and freedom from harm. An accident, on the other hand, is an event or incident which results in delay or upsetting of the routine program, *sometimes* resulting in injuries to persons, property damage, and loss of business or goodwill. A compensable injury is an accidental bodily injury arising out of and

in the course of employment. It can be seen readily, therefore, that the term "safety" is synonymous with the word "efficiency." The efficient plant is considered to be a safe plant and vice versa.

Efficiency is the intelligent blending of money, men, materials and machinery into a harmonious production and distribution program—all four are necessary but the greatest of these is—men!

It is an accepted principle today that accident prevention is not only humane, but progressive and profitable. The old "risk of employment" theory has disappeared forever along with the "contributory negligence" theory and progressive management now accepts its full responsibility to "go all out" in

\* Safety director, Consolidated Edison Co. of New York, Inc.  
Excerpts from paper presented at A. G. A. Joint Production and Chemical Committee Conference in Asbury Park, N. J., May 24-26, 1948.

*Safety stands for the establishment of order in chaos in all walks of life and for the defeat of fatalism*

protecting its greatest asset—its manpower.

In the public utility business we are responsible to four major groups for the carrying on of an effective safety program:

- A—the public (customers)
- B—the stockholder (owner)
- C—the employees (fellow-workers)
- D—Governmental bodies (Public Service Commission—Labor Departments).

A—We are responsible to the public because ours is a public service business and, therefore, our first interest is the rendering of gas utility service with complete safety to the public. We realize too, that accidents increase the cost of living, since the cost of accidents is included in the price of everything we buy, including public utility service.

B—We are responsible to our stockholders (the owners of our business) for conducting that business along sound business principles. Our gas service must be inexpensive, uninterrupted and safe.

C—We are responsible to our employees (fellow-workers) for their selection, training, instruction and supervision. A part of our responsibility to the employee is to provide a safe plant, safe equipment and safe working conditions. It is difficult, if not impossible, to eliminate all of the hazards of life, but our aim is to remove as many of the hazards as possible and then train the employee to avoid those hazards which cannot be removed.

D—We are also responsible to various Governmental bodies which have jurisdiction over public utility operations. We are responsible to these regulatory bodies for operating efficiently, economically, and safely.

The Public Service Commission is concerned with the safety as well as the cost and continuity of our service. The Workmens' Compensation Boards are constantly looking after the interests of the worker to insure that he receives all the benefits to which he is entitled under the law.

Any one who has had the unpleasant duty of notifying an employee's happy wife that she has just become his sad widow, appreciates that the compensa-



A.G.A. Accident Prevention Committee meeting recently at Association headquarters

tion benefits are a poor substitute for the dead employee.

Safety is an integral part of gas manufacturing and distribution operations and should, therefore, receive the same attention and interest given to the other phases of the company operation. Safety has to be applied by the production staff, even though it may be administered by safety directors or safety committees. Somebody must keep the records, stimulate the training program and give accident prevention work the specialized attention it requires to succeed. But in the last analysis, accidents are prevented by the way the men at



Seventeen checks which a Consolidated Edison driver makes before taking his car from the garage. (Right center) "I am an old broken down ladder who has seen better days. There are at least a dozen of us kicking around the plant. Round us up before some good man gets hurt"—A.G.A. Safety Reminder

the ovens or at the water-gas sets do their work under both normal and peak-load conditions.

To get both executives and employees behind a safety program, top management must be convinced of the need for such a program and must then convince its subordinates. Such convictions will come only after it is fully understood what accident losses really are, how they affect efficiency, and what safety means in terms of production and sound employee relations.

Two of the best possible evidences of sincerity are, of course, willingness to assign responsibility and authority to good men and a willingness to spend money to make needed improvements of plant and equipment. The "grapevine" quickly reaches every employee in the plant with the word that only lip service is required or on the contrary, that accidents must be stopped and accident causes found and eliminated.

The experience of dozens of the

the hazard involved demonstrates that both plant processes and plant personnel are under control. On the other hand, a poor record indicates that management is not meeting its responsibilities to the public, the stockholders, the employees or the Governmental bodies.

2. Since accidents can be controlled, it is evident that accident losses unnecessarily lower over-all production efficiency. This "accident tax" may well mean the difference between ending up in the red or in the black ink column.

3. Another reason—and this is extremely important today—safety is the one remaining common ground between management and labor. Both groups have a definite interest in the safety program and both have the same goal—to make a profit from the work output of the employee. It is, of course, management's responsibility to initiate, promote and enforce safety rules and regulations, however, the employee has the greatest interest in his own personal

dent cost is hidden does not change the result. This is an important principle of accident prevention. Compensation and medical losses are only a minor part of the total loss. These are known as direct costs, i.e., money paid to employee or physician following an injury by the insurance company or the employer if self-insured. The so-called indirect costs are those which result from lost time of employee, time lost by other employees, time lost by supervisors, cost of first-aid materials and services, damage to machinery, cost of continued wages in full while employee is on limited duty assignment and dozens of other items which are not easily identified but which are very real just the same. Heinrich estimates hidden cost to be four to one of the direct costs.

In a recent study of accident costs at Consolidated Edison we found that the average compensation cost per lost-time accident was \$332, the average medical cost \$163, and the company contribution over legal requirements was \$124, or a total for all three direct costs of \$619. If we apply the four-to-one ratio to this sum we find that the average lost-time accident cost is approximately \$3,100.

The gas industry in the United States had 21.86 disabling injuries per million manhours of work exposure in 1947, an increase of 13 percent over the rate of 19.34 in 1946, which was a 22.13 percent rise over the previous year (1945).\*

The severity rate (number of days lost per 1,000 hours worked) showed a slight increase, 1.13 in 1946 to 1.28 in 1947. This was primarily the result of an increase in fatalities from 26 in 1946 to 34 in 1947.\*

It is a fact that all industries on the whole have had adverse accident trends following the recent World War. During the war every one had the same incentive to work safely in order to help win the war. That incentive does not exist today and there is not the same unity of purpose to prevent accidents.

Accident records are just as essential to an efficient gas production operation as are records of costs, sales and profits. Accident prevention work cannot be carried on by guesswork. Accident facts are necessary in order to know just what things we (Continued on page 35)



Men in every operating department must be familiar with all types of fire fighting equipment

country's most efficient and progressive gas companies has proven that management can give full and unqualified support to the safety program. If, on the other hand, the top executive does not see the reasons for a sound accident prevention program, no one else is likely to see them either and wasteful accidents will continue and employees will continue to be killed needlessly.

To summarize—there are three reasons why top officials should support the safety program:

1. A good accident experience for

safety since it is his or her life which may very well be in jeopardy.

In these days of rising costs of fuel, equipment and labor, it is well for all of us to take another look at the large amount of money that is being wasted through accidents. At first thought, the amount of compensation may not appear as an important item but when the hidden cost is added to the actual cost, the total assumes staggering proportions and is an extremely important item of operating costs.

The fact that four-fifths of the acci-

\* "The Accident Experience of the Gas Utility Industry in 1947," A. G. A. Bureau of Statistics, in process of publication on behalf of A. G. A. Accident Prevention Committee.



# Gas grows with Washington

*First century of progress observed by Washington Gas Co.*



Just a few of the many promotional materials used to publicize the one-hundredth anniversary of Washington Gas Light Company: Large advertisement which appeared in local newspapers, a parade float, a window display from "Growing With Washington," and a blotter

## *Growing with Washington . . .*

**1848** . . . "on July Fourth the cornerstone of the Washington Monument was laid amidst elaborate ceremonies, and four days later the Washington Gas Light Company was granted its charter by Congress."

**T**HUS, to our employees, customers, friends, July 8, this year, holds a special significance . . . marking a milestone in a record of continuous public service in the Nation's Capital. Established when Washington was emerging from a sprawling village and taking on the attributes of a thriving metropolis, the Company made available the first requisite to modern living—versatile, flexible Gas. Now, as magically modern as in 1848, Gas is bringing to more than a million people in the Greater Washington area this superb public service.

**T**O COMMEMORATE our hundredth anniversary we have published our personal story. It is a record of growth—of public service and progressive development—a story of a great company and a great city—for, indeed, the record of our progress is a story of "Growing with Washington." A limited number of these illustrated books is now available for distribution. You may reserve your copy by mail or telephone. Requests will be filled in the order in which they are received.

**T**ODAY, Washington Gas Light Company stands as an example of typical American enterprise. With its heritage of wisdom and experience it looks to the future—young in spirit, ever growing, with a loyal personnel and progressive leadership—eager for the era to come.

WASHINGTON GAS LIGHT COMPANY



**100 years**

... OF PUBLIC SERVICE

WASHINGTON GAS LIGHT COMPANY

July 1848 was a memorable occasion for the nation's capital, for on July 4 of that year the cornerstone of the Washington Monument was laid amidst elaborate ceremonies, and four days later the Washington Gas Light Company was granted its charter by Congress.

In July 1948 probably the most interesting of all observances which the gas company planned for its one hundredth anniversary is the publication of its personnel story in a book entitled

### "Growing with Washington."

Written by Robert R. Hershman, executive department, and Edward T. Stafford, secretary, and edited by Albert W. Atwood, one of the company's directors "Growing with Washington" required two years of exhaustive research. This research was conducted in the company archives, the National Archives, Library of Congress, the District of Columbia Public Library, and the American Gas Association Library.

Each employee will receive a copy of the volume and it will be available also to stockholders and the public.

Other special observances for the utility's centennial included a float representing the company in the Washington Monument Centennial parade, an exhibit of old documents and photographs in the windows and lobby of the gas company, anniversary blotters and stationary, truck posters, and a reception for employees and their wives.



# First commercial gas film completed

## A PAR activity

**H**ollywood hucksters would call it colossal. Broadway publicity agents would label it stupendous. But gas men, who are not well versed in the loose handling of superlatives, simply say it's terrific. It is "Where Food Is Finest," a 22-minute, 16 mm. film in full color and sound, the first moving picture on commercial cooking produced by the American Gas Association. The world premiere will be held during late September and after that time copies of the film will be available through A. G. A.

Long months of talk, travel and toil have been lavished on "Where Food Is Finest," which was produced under the over-all guidance of the Industrial and Commercial Gas Section's Food Service

Equipment Committee, Walter S. Anderson, Boston Consolidated Gas Co., chairman. Direct supervision was exercised by the Sales Promotion Subcommittee, E. V. Fineran, Washington Gas Light Co., Washington, D. C., chairman, and A. G. A. staff members who reviewed and edited the film. Their efforts have been rewarded with a moving picture that promises to be outstanding among films of its type.

This is no garden variety "industrial film" but a fresh, new approach to educate audiences painlessly in recommended practices for using commercial gas cooking equipment, and at the same time an entertaining story. The film is educational and entertaining in character yet in an indirect and effective way it does a promotional job.

Its audiences should include everyone who is in any way associated with the preparation of food outside the home from the managing director of the largest hotel or restaurant chain to the third cook in the hamburger stand around the corner. Dietitians will want to see it as will club managers, chefs, and hospital administrators. Executives in hotel, restaurant, drug and variety

store chains will say, "why that's something we should show our managers and kitchen personnel." Food service equipment dealers will use it to train their salesmen.

"Where Food Is Finest" will assist higher education. Colleges and universities which teach hotel and restaurant administration or institution management will include it in their curricula. Vocational schools will screen it for the cooks, chefs, and bakers of tomorrow. And, of course, gas company sales managers and home service directors will find it a fine training medium for their departments.

The plot of "Where Food Is Finest" opens with the leading character, Berkeley, operating a roadside diner. He's a pretty proud operator who does a good business and knows how to keep customers coming back. During this sequence the camera slowly "eyes" the attractive gas counter equipment while Berkeley tells how he has to have the right equipment to turn out such good food.

But Berkeley has aspirations for bigger things. He wants a place where he can take off his apron and be the proprietor rather than the chef, cook and



Checking details before filming "Where Food Is Finest," and (right) actor Don Murphy (sitting on counter) watches as chef strikes a realistic pose

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bottle washer. Wistfully he sits down and sketches a picture of the restaurant he would like to own.

The next scene shows Berkeley at home in bed concentrating on his dream restaurant. The Flame (a gas flame), one of the characters in the picture, thereupon appears and persuades Berkeley to accompany him on a search for the dream restaurant.

First stop is the main kitchen of the Waldorf-Astoria Hotel in New York. After a tour of the main kitchen while it is going full blast, Berkeley and The Flame visit two other Waldorf kitchens. Cooks are shown preparing food and The Flame shows Berkeley that the equipment he sees is very much like that in his own diner, except that there is more of it. The Flame, orally, and the actors, by their actions, suggest approved ways of operating the cooking equipment to save fuel and obtain the best results.

For example, Waldorf cooks show how it is possible to save gas by crowding the top of one range with pots rather

than spreading them over several partly-filled ranges. A very effective and unusual use of gas is shown when a pastry baker makes a baked Alaska and browns it, not in an oven or broiler but with a special gas torch.

Use of the thermostat is discussed to emphasize the precision operation of gas equipment. Another shot shows the insides of a deep fat fryer and explains why it turns out such savory items.

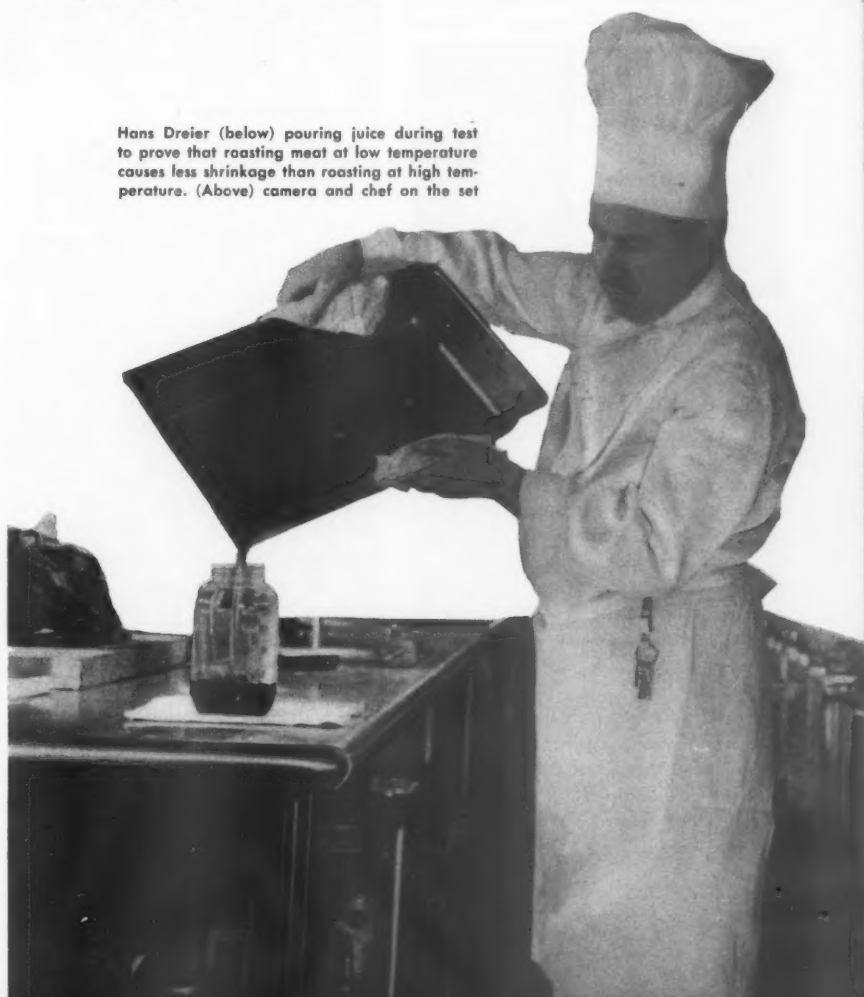
Most of the major cooking methods are demonstrated and hunger-provoking examples of the effort are displayed. Another point is put across when The Flame, which is a true gas flame photographed on a bunsen burner, shows what a healthy, happy and efficient gas flame should look like. Then by what might be called pyrotechnic metamorphosis, he changes to a bright yellow color which, he explains, is not desirable for any self-respecting gas flame. Next he promptly switches back to the approved blue saying, "Here I'm at my best, I'm really hot now." Thus, the story of proper flame adjustment is put across nicely.

Finally, Berkeley tells The Flame that

the Waldorf is very nice but too big for him. The Flame then escorts him to a restaurant identical to the one he has been dreaming about. A trip from the front door, through the dining room and two kitchens, completely convinces Berkeley that this is just what he wants. And well it might be for four locations were used to make up the dream restaurant. The exterior, dining room, party kitchen, and main kitchen were each photographed at a different location to make up this ideal restaurant. The accompanying illustrations give an idea what the main kitchen is like—but wait till you see it in color!

As Berkeley inspects the kitchens, The Flame describes some of the features of the stainless steel equipment and Berkeley tastes the food along the way to verify the claims. Highlight of this inspection trip is an actual meat shrinkage demonstration to show that meat roasted at low temperatures shrinks less than meat roasted at high temperatures. At the end of this (*Continued on page 38*)

Hans Dreier (below) pouring juice during test to prove that roasting meat at low temperature causes less shrinkage than roasting at high temperature. (Above) camera and chef on the set



Newest industry merchandising  
activity enlists dealer cooperation

# Join the domestic range campaign



## A PAR activity **A** powerful new mer- chandising tool

will be added to the gas industry's sales repertoire this fall in the form of an all-out campaign to promote domestic gas ranges.

Though scheduled for use by gas companies in the fourth quarter of 1948, the campaign is so designed that it can be used at any time within the coming year.



J. M. Schroeder



J. B. Daigre

The slogan "Smart Cooks Know—Gas Has Got It!" has been awarded first prize by the A.G.A. Domestic Range Committee in the recent nationwide contest among gas industry employees. Submitted by Jane M. Schroeder, home service director, Minneapolis Gas Light Co., Minneapolis, Minn., the winning slogan was selected from among 855 entries for use in the new fall Domestic Range Campaign. Miss Schroeder received a \$100 U. S. Savings Bond as her prize.

Second prize consisting of a \$50 Savings Bond was awarded to Joseph B. Daigre, advertising assistant, Gulf States Utilities Co., Baton Rouge, La., for his slogan, "For That Cook-Book Look—Gas Has Got It!"

Sponsored by the Domestic Gas Range Committee, A.G.A. Residential Gas Section, Carl H. Horne, Alabama Gas Co., chairman, the drive should prove particularly effective as a means of enlisting enthusiastic dealer cooperation.

Opening gun in the campaign was fired recently when two all-inclusive promotional portfolios were prepared by the A.G.A. Promotion Bureau and mailed to company delegates, sales managers, home service directors, and advertising managers.

The two portfolios include all the material for the campaign. One is designed for the gas range dealer, while the second is a gas utility executive's folder with ideas showing how to put the campaign to work and obtain the greatest possible cooperation from gas range dealers.

Included in the dealers' portfolio is a background on the A. G. A. Laboratories' Approval Seal. In its exposition of the gas range market, the folder shows that the new construction potential is a million units a year, while the gas range replacement market is wide open with more than 10,623,000 ranges now in use which are more than ten years old. Constantly accelerating volume of gas range sales is pictured graphically with an encouraging word about the prospects of increased gas range production.

A large section of the 20-page portfolio addressed to dealers is devoted to an exposition of selling features of the modern gas range and means of building gas range prospect lists as well as of drawing more customers on to the sales floor. Several contest ideas are provided

along with suggestions for sales floor demonstrations.

Merchandising support for the gas range dealer is demonstrated in a two-page spread devoted to advertising given to gas ranges in national consumer magazines by A. G. A. and gas range manufacturers to the extent of more than one billion impressions per year. Material help for the dealer is provided in several pages devoted to advertising, display, and merchandising helps available to him through A. G. A., gas appliance manufacturers, and individual range manufacturers.

The folder addressed to gas utility executives contains detailed information on many of the merchandising aids as well as supplementary information designed to assist the gas company in obtaining the greatest possible cooperation for the campaign from gas range dealers.

Both pieces have been mailed to gas utility executives. Additional copies of the dealer portfolio are available for purchase by gas utilities for distribution to range dealers in their territories.

Many gas companies have already indicated their intention to participate in this campaign during the last quarter of this year and it is expected that many more companies will participate as soon as they have studied the portfolios which detail the campaign. Dealer portfolios are to be sold at 25 cents each, and, as one executive remarked:

"It's the best 25 cents I ever spent as it gives my contact men a chance to sit down with a dealer and explain the advantages of his cooperating in our sales campaign."



*Experiences of Southern California Gas  
Company throw light on the industry's "problem child"*

# Free service—problem of control

BY C. A. RENZ

*Southern California Gas Co.,  
Los Angeles, Calif.*



C. A. Renz

I believe it is a proper premise to state that all utilities offer some free service to their customers. What service and to what extent is, of course, decided by the individual company.

My topic, "Free Service—A Problem of Control," suggests that when free service is adopted by a company, some means of control must be considered if the policy is to be properly administered.

You will recall the paper, "Free Service—The Problem Child of the Gas Industry," by S. F. Baldwin, Rochester Gas and Electric Company. Mr. Baldwin's discussion received nation-wide interest as most utilities have a service problem child of varying stature. Mr. Baldwin states, "no one person can outline a single plan to fit each company." He believes that the problem is industry-wide and suggests some major topics for discussion that would contribute to a solution.

Capitalizing on Mr. Baldwin's suggestion, I have developed in some detail a few of the topics based on the results experienced in our company.

Normal service policies and their resulting costs must be subject to continuous review and control. With utility rates set at rather static levels, variance

of the kind and amount of service offered to the customer is one phase of operations that can assist management in meeting today's rapidly changing economic conditions.

These conditions require sources of accurate information that show the effect of yesterday on today, and predict costs of tomorrow. These sources of information are invaluable in the administration of a free service program, which is primarily a problem of control.

Three necessary controls are (1) records of costs, (2) orders per 1,000 meters, and (3) man-hours or minutes per order. There are varied ways in which the information may be kept; however, no set formula is required as long as the data is simple and tells the story. The primary use for this data is reviewing long-term trends, preparing forecasts and planning long-term objectives.

To illustrate, Figure 1 portrays the increasing cost per order over a period of years. Increased cost due to labor, mileage and material is a result of supply and demand within a utility's operating area. The productivity of labor can influence cost trends as labor cost is normally about 80 percent of the total cost. The minutes-per-completed-order trend shown in Figure 1 indicated that the increase in minutes per order was not serious. Further analysis was necessary to ascertain if any changes of procedure, or even policy, were possible to control or reduce the trend of increased minutes per completed order.

Service requests can be segregated into two general groupings, the first—requests for turn-ons, closes, leaks, high bills, and miscellaneous company orders (change meters, trace, and tag). This group can be called non-controllable, as a utility is normally obligated to complete this type of order without reservation.

The second is comprised of service requests to adjust or repair gas appliances.

This group is termed controllable as it is possible if a company desires, to curtail, discontinue, or charge for all or a portion of appliance adjustment service.

Figure 2 compares the noncontrollable and controllable in terms of orders per 1,000 meters. I have found that other utilities' statistics express a similar relationship. The decline of orders per 1,000 meters reflects operations during the war years.

It is possible to control costs of the noncontrollable items through improved work methods or changes of procedure. To illustrate, it was our practice when a customer requested that gas be turned on and the resultant call found the customer not at home, but the gas on, to call back later to complete the request. By change of procedure, the time needed to complete this normal service request was reduced from 34 to 17 minutes.

## New Procedure

A study clearly indicated that obtaining the meter read for billing purposes was all that was required. Careful sampling has not brought out any negative customer reaction to this change of procedure. By purging and lighting only, the amount of time on the premises for completion of turn on—remove blank swivel orders—was reduced from 42 to 35 minutes.

Procedures can be varied on controllable orders in the same manner to control or reduce over-all costs. For instance, in the event a utility decides to develop a service charge for all or a part of the service requested by the customer (the controllable grouping), it is necessary to review service procedures in considerable detail.

Our recent experience with air-conditioner service is an example. Space does not permit including all the details of the development of a service charge, however,

Abstract of paper presented during Canadian Gas Association annual convention at Jasper Park Lodge, Jasper, Alberta, June 30-July 3, 1948.

Acknowledgement is made to C. C. Westmoreland, quality control; W. E. Otis, field testing appliances; C. W. Shupp, cost control, and H. C. Connal, utilization, all members of the customer service department, Southern California Gas Company.

a short review of the methods followed will illustrate the general procedures.

It was found that our servicing costs were increasing. In order to determine where the costs could be reduced and what phase of the service costs could be passed on to the customer without adversely affecting customer acceptance of the product, an analysis was made of the following classes of orders:

- a. Routine preventive maintenance calls
- b. Call-back calls
- c. Parts replacement calls
- d. Product failure calls.

a. It is impractical to completely eliminate routine maintenance of an air conditioner, since motors must be periodically oiled or greased, cooling tower sumps drained and cleaned, filters cleaned or replaced, and other moving parts (such as fan belts) adjusted and/or replaced from time to time.

A review of the average labor time required to perform a routine check on a single unit with or without a cooling water tower and including the non-premise time such as driving and office time chargeable to a specific call, as well as any repetitive material expense (such as filters), led to the development of a flat-rate package service contract.

Unit cost reductions were worked out for multiple installations with the result that each customer has been offered a tailored service and maintenance contract at a reasonable price, which completely covers all out-of-pocket expense to the company.

b. An analysis of call-back orders revealed that they probably could be eliminated entirely, since it was found that these calls were made either to replace a defective part discovered on an initial call or because the serviceman felt the need to recheck work performed on an original call to verify the validity of previously made adjustments.

Call-backs to replace defective or worn parts were eliminated by stocking each serviceman's truck with parts so that any replacement from a fuse to a motor could be made on an initial call. Call-backs to verify adjustments decreased as servicemen's knowledge of the equipment increased. The downward trend of the call-back curve during the last half of 1947, as shown in Figure 3, illustrates the value of parts-stocking and training in reducing call-back calls.

The reversal of this trend indicated in Figure 3 shortly after the first of this year was due to the addition of new servicemen. As these men have gained experience and confidence in their ability to diagnose a complaint correctly on an initial call, call-back orders are again approaching an acceptable minimum. Since a thorough training course for air conditioning personnel has now been established, it is intended that subsequent hirings will be fully trained before being

released to the field. An average reduction of 35 call-back calls per 100 units per month has resulted from the introduction of the above described procedure.

c. A flat rate table of labor hours required to replace any part on the unit has been developed and customers are to be offered a package price for out-of-warranty part replacements which will cover all company expense of labor time, driving time, car mileage, tax overhead and material, with an appropriate trade-in allowance made for the defective part.

Where a part replacement can be made during the course of a routine preventive maintenance call, the non-premise labor time and automobile mileage costs chargeable to a part replacement call can be deducted from the package price and the savings thus effected passed on to the customer.

## Majority of calls

Our experience to date indicates that the majority of parts replacement calls can be expected during the cooling cycle. Figure 3 shows this trend.

d. During the spring and early summer of 1947, product failure calls due to hydrogen generation increased at a sharp rate. This problem was solved by the manufacturer's engineering staff, by treating generating units in the field with lithium nitrate inhibitor. Within two months, calls because of hydrogen generation dropped from over 90 per 100 units per month to one (1).

Similarly, earlier motor failure problems have been overcome. Boiler float valve assembly problems have been solved by more careful factory craftsmanship. From our experience to date, it appears that by the fall of this year adequate standards of quality of materials and workmanship should result in product failure calls being reduced to an acceptable minimum, as portrayed by the product failure curve in Figure 3.

Our experience with the problem of extensive free air-conditioning service clearly indicates that by proper administration excessive calls are eliminated and the cost of essential calls can be passed on to the customer. It is important to note that to date no customer has refused such a contract, nor has any customer expressed dissatisfaction with either the cost of the contract or the extent of work performed under the terms of it.

The following basic elements permit

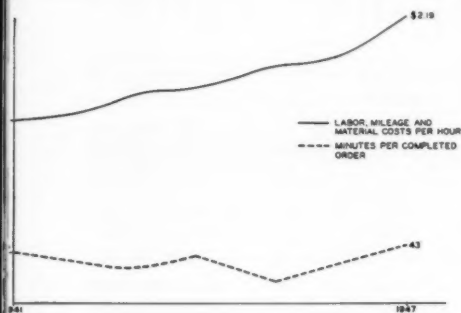


Figure 1. Cost trends over a six-year period

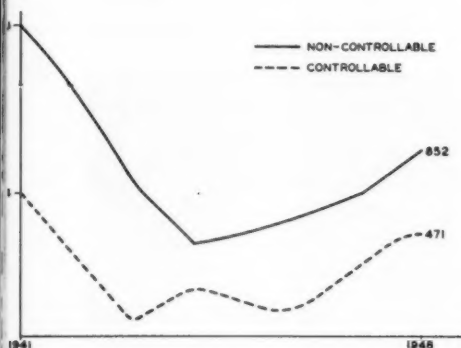


Figure 2. Comparison of controllable and non-controllable orders in terms of 1,000 meters

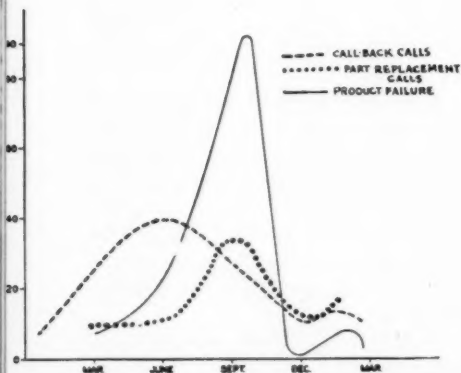


Figure 3. Outline of call-back, part replacement and product failure calls over five months

control of service costs and can be adapted to any appliance:

- Recover maintenance costs by signing customers to a service contract.
- Eliminate call-backs by stocking parts trucks and pre-training service personnel.
- Recover part replacement costs by billing on time, mileage and material basis.
- Eliminate product failure calls by

for replacement of pilot line filters to prevent pilot outages than might be required for flue and firebox inspections, some of this cost may be recovered by performing this operation during the course of a "paid for" call.

Similarly, if parts failures are a major cause for calls, parts stocked on trucks manned by trained personnel will eliminate call-backs and the costs for such calls may be recovered by billing the customer on a time, mileage and material basis.

A manufacturer and dealer-installer program can be set up to solve the problems of defective parts which result in product failure calls. Any program for residential house heating service that parallels our experience with air conditioner service should result in the reduction of out-of-pocket service costs to an acceptable minimum.

It does not appear that there is any cause for concern as to adverse customer reaction to gas and gas-fired equipment resulting from the adoption of a program where unit costs for routine maintenance are passed on to the customer through a service and maintenance contract. Our experience with customer acceptance of service and maintenance agreements indicates that this has not been a problem in the air conditioner program and, since unit charges for all-year air conditioner maintenance are certain to be considerably higher than those for house heating maintenance, customer acceptance can be anticipated.

Field testing of new appliances is an important function of the gas utility. We must lend our support to the development of manufacturing techniques which will insure the production of defect-free appliances. A study of field findings reveals that the ratio of difficulties traceable to manufacturing and installation will remain constant in proportion to the number of appliances sold unless a definite interest is indicated by the utility.

To this end, we have in operation an Employee Suggestion and Field Observation Program. This program deals with internal improvements—as do most suggestion programs—and, in addition, outside organizations whose inadequacies result in service calls on recently installed equipment. This phase of the program is divided into two sections, the first of which deals with the manufactured product itself.

Manufacturers in some instances are unable to conduct sufficient field tests to

insure the adequacy of the product when subjected to actual usage under the varying conditions encountered in widely spread areas of their sales market. This, in turn, results in appliances reaching the field which in some cases are functionally imperfect or have appurtenances concealed to a point where major disassembly is necessary in order to perform required services.

A coordinative program must be developed whereby the responsibility of providing complete customer satisfaction with new appliances will be divided between the manufacturer, the dealer, and the utility.

It is the manufacturer's responsibility to develop an appliance which, in addition to sales appeal, will be free from defects and easily disassembled for service. To encourage this objective, field reports from our service group involving appliance design or servicing problems on new appliances are tabulated. When sufficient reports have been received to indicate a trend, further action is dictated by the type of problem reported.

## Problem discussed

Where the matter is primarily one of assembly error or manufacturing defect, the manufacturer is contacted as soon as possible and the problem discussed. In those instances where the defect involves design, a sample appliance may be thoroughly checked in our company appliance testing laboratory and a detailed report then submitted to the manufacturer with recommendations to overcome the error.

This procedure can be identified as a field testing program for new appliances. Experience to date indicates that field man-hours chargeable to new appliances can be effectively reduced when the manufacturer corrects the defects called to his attention. It also is apparent that contacts of this type tend to condition the manufacturer's engineering staff to look for and eliminate on future models problems similar to those reported.

Thus, the utility assumes the position of assisting the manufacturer in the development of a trouble-resistant product by offering constructive criticism. The responsibility of reporting defects can be properly assigned to the utility. The responsibility of eliminating a recurrence on future production must be assumed by the manufacturer.

Occasional "Cause of Request for

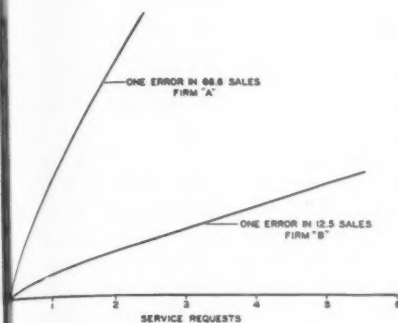


Figure 4. Pre-testing appliances reduces calls

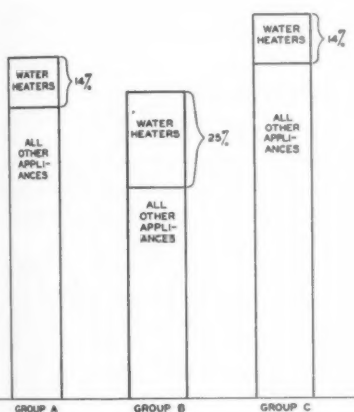


Figure 5. Quality control data on how appliances prompt customer comment on maladjustments

cooperating with the manufacturer for the elimination of defective or poorly-designed parts.

For example, residential house heating calls may be classified similarly to those for air conditioner calls. If experience dictates that flues or vents should be cleaned and fireboxes tested periodically, and that customers will want pilots opened or closed seasonally, a service and maintenance contract, similar to that for the air conditioner, can be readily established. If condensate or gum in the gas warrants more frequent calls

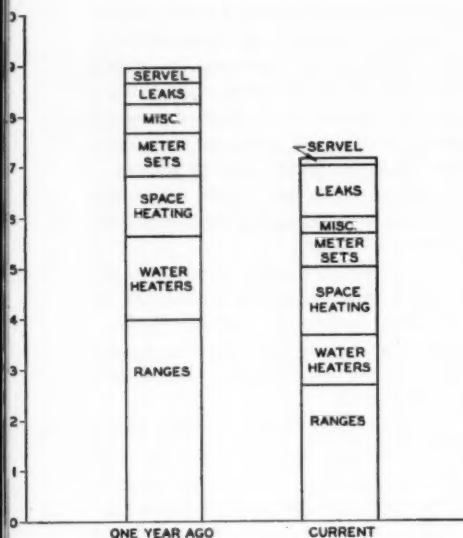


Figure 6. Errors—newly trained servicemen

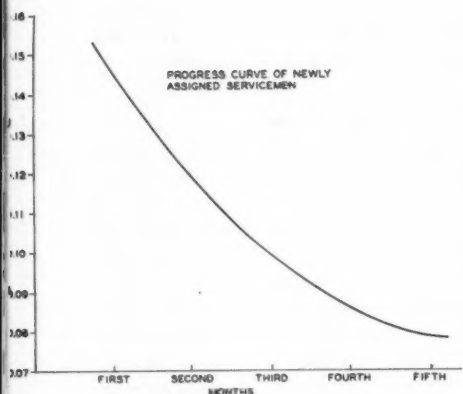


Figure 7. Progress curve showing relative success of new people in reaching average proficiency

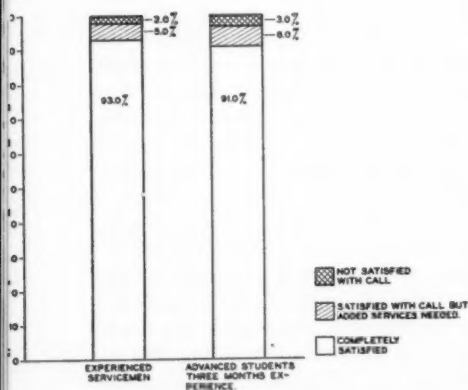


Figure 8. Records over several years of work inspection in customers' homes indicate that 98 percent of the service calls by experienced salesmen effectively correct the item involved

Service" studies can be useful in identifying troublesome items which may be eliminated at their source to effect a reduction in service costs. Studies of this type indicated that it is the minor oversight that creates the volume of service calls on new equipment—a mislocated pilot, an ignition port improperly drilled, a misalignment of some component part.

Our cause of request studies indicate that ranges are responsible for 80 percent of service requests on new appliances. This fact gives added impetus to our desires for defect-free appliances. Customer satisfaction plus decreased servicing expense are the keynotes of our campaign.

During 1947, more than 800 voluntary reports of appliance malfunctioning were received from our service group. Surveys have indicated that field reports regarding any one appliance problem usually average three percent of the total number of times the problem is encountered, as the same problem is normally not reported more than once by a given serviceman. Therefore, it readily can be seen that an important percentage of man-hours are utilized annually by our company alone in correcting manufacturing errors.

We have adopted the field testing program in our endeavor to encourage the production of trouble-free appliances which will require a minimum of service, at least during the first year. To this end, our field reports have prompted contacts with approximately 68 percent of the established appliance manufacturers. In most instances, cooperation has been evidenced in correcting the problem presented. Some items, such as needle-type pilot valves which will not hold a permanent adjustment, are of long standing. Evidence of the need of a change must be collected over a period of time so as to reflect the frequency rate of service required.

This data when complete will be submitted to the American Gas Association Approvals Committee for review. Errors will continue to occur; however, they can be effectively reduced through closer coordination and exchange of field reports between manufacturer and utility.

This cooperative spirit must be extended also to the middle man—the appliance dealer. The appliance that is manufactured without defect must be installed and adjusted without error if the goal of customer satisfaction plus re-

duced servicing costs is to be reached. The appliance dealer must assume his share of responsibility by properly installing the appliance. If the utility is to assume the responsibility of free maintenance, the dealer must cooperate to the extent of placing the appliance in satisfactory operating condition initially.

Referring back again to our study of service orders, we discovered that some 9,500 service calls were occasioned in 1947 by a lack of proper follow-through by the dealer. This count revealed that a significant number of man-hours are consumed annually in repairing connection leaks, adjusting flames, or explaining the operation of newly-installed appliances.

It has been our practice to offer installation training to select groups, such as our "Blue Seal Group" made up of 100 percent gas appliance dealers. Field reports indicated that furniture stores and other merchandisers of appliances also must be trained if service calls traceable to unsatisfactory appliance installations were to be further reduced. To this end, one of the eleven Guide Posts for Blue Flame dealer cooperation was adopted for general use.

## Installation training

This Guide Post reads: "... That the gas utility should assume responsibility for training dealers in installation and service techniques, utilizing the cooperation of gas appliance manufacturers."

In order to ascertain which installers were most in need of training, and also to determine what phases of the installation training should be emphasized, the Employee Suggestion and Field Observation Program channels were utilized. Where service calls were prompted by an unsatisfactory installation, the name of the dealer responsible for the sale was listed on a Field Observation form, together with a description of the conditions found. These dealers were encouraged to bring their installers to training classes where visual instruction was offered through the use of actual props including ranges and cut-away controls.

In some instances, dealers who obviously needed assistance were reluctant to arrange time for their installers to attend classes. Where this occurred, our sales department enlisted the aid of the manufacturers who supplied their appliances. A gratifying number of dealers are now requesting training for their new hir-



ings, which indicates a willingness on their part to accept a share of responsibility in achieving customer satisfaction.

In some instances where a dealer's appliance sales volume is not sufficient to warrant the expense of maintaining an installation department, competent appliance delivery firms are suggested. Pre-adjustment procedures are suggested for larger dealers as a means of reducing installation time.

While this program is all-inclusive, figures to date indicate the range to be responsible for the large portion of unsatisfactory installations.

Pre-testing of appliances will reduce service calls 18 to 20 percent as evidenced in Figure 4 which compares Firms A and B. Neither has availed himself of our installers' training program; however, Firm A has been sold on pre-testing appliances, while B has not. Pre-testing alone provided an improvement; however, 15 percent of the installations of Firm B still required follow-up attention.

A study of the field observations involving this firm revealed that delivery and installation accounted for 63 percent of the resultant service calls. The remaining 37 percent were prompted by minor adjustments which the untrained installer could not correct.

Another point of possible interest on this subject, developed through statistical methods by our quality control department, indicates a different approach to this problem. The quality control group of the customer service department constantly samples our service by calling on customers' premises after a request for service has been completed by a serviceman. The information gathered in this manner by service inspectors is summarized into various types of reports. The item relevant to this discussion came to light in the study of approximately 3,000 orders inspected on the customers' premises in which maladjustments on appliances prompting a comment from the customer were tabulated to determine which items on appliances are most critical from the standpoint of customer satisfaction with the service call.

One of the minor objectives of the study was to compare the success of three groups of servicemen from the standpoint of the customer's satisfaction with the adjustments performed. The data was broken down to indicate percentage-wise the (Continued on page 46)

# Industrial relations round-table



Prepared by A. G. A. Personnel Committee

● **The Personnel Committee welcomes** the organization of the Great Lakes Personnel Conference of the American Gas Association, one of whose members, Leslie A. Brandt, director of employee relations, The Peoples Gas Light and Coke Co., Chicago, was elected chairman.

● **A survey of fringe labor costs** affecting the gas industry is now being conducted and will cover all payroll items including vacations, holidays, illness, and all other absences paid for, as well as other benefits to employees both voluntary and legally required. Results will be expressed in percent of payroll and in cents per hour. The initial study is being conducted among companies represented on the A.G.A. Personnel Committee and in the several Personnel Conferences. It is anticipated that all member companies will be invited later to participate on an annual basis. The results will be reported by V. H. Luneborg, personnel manager, Arkansas Natural Gas Corp., at the National Personnel Conference in November.

● **Correcting mistaken ideas about profits** is the subject of a study prepared by the Metropolitan Life Insurance Company Policyholders' Service Bureau, 1 Madison Avenue, New York 10, N. Y. The study is published in a report entitled "Telling Employees About Business Operations: Profits."

● **Ultimate result of the "overtime on overtime" decision** of the U. S. Supreme Court is still uncertain. The Wage and Hour Division has announced that it will postpone until September 15, 1948, enforcement of the changes in its interpretation of the Wage-Hour Act's overtime provisions necessitated by the decision. The Division has issued statements outlining the principles which it will follow with regard to certain aspects of overtime work but procedure with regard to all such bonus payments is still indefinite. The Department of Justice has filed a petition with the Supreme Court for a rehearing of the case.

● **Bureau of Personnel Service**, University of Tennessee, Knoxville, has written the A. G. A. that the university expects to graduate a total of about 1,000 seniors in December, March, and June of the coming school year. Companies having openings, particularly for graduates in engineering and business administration, are invited to send representatives to the campus to interview

prospective applicants and to examine their personnel records. Any company interested should correspond directly with James R. Jakes, acting director of the bureau.

● **Absenteeism due to illness** is also being critically examined in a survey conducted by the committee. The results will be reported by Donald S. Bittinger, director of personnel, Washington Gas Light Co., Washington, D. C., at the National Personnel Conference.

● **A unique plan for promoting employees**, developed with the cooperation of the union of company employees, was described recently at a meeting of personnel directors in Boston, by R. J. Rutherford, vice-president, Worcester Gas Light Co., Worcester, Massachusetts.

The plan provides for oral examinations for those employees who are eligible, after four and a half years' service, for promotion to Grade B jobs. An examining board of three members, two appointed by management and one selected by the person to be examined, conducts the test. After 18 months on the Grade B job, an employee may take an examination for a Grade A job. If he passes this test successfully he is eligible for promotion to a Grade A job when an opening occurs. The complete plan, containing descriptions of each job and data on tests to be given, is published for the information of all employees. Supervisors and all present Grade A employees participated in the development of the plan.

● **Three home study courses** covering manufactured gas, natural gas including transmission, and distribution and utilization of gas, are being prepared by the Institute of Gas Technology, Chicago. The Institute will endeavor to present the courses in a manner most helpful to the industry at a level suited to the cadet engineer and helpful to non-technical personnel.

● **Draft boards** under the new draft law will probably be well organized late in September and inductions will begin in October. Men 19-25 years old will be included. It appears that the first group called will be those who are 25 years old and who are unmarried, without dependents, and are in non-essential jobs. Draftees will serve 21 months and then be in the reserves. Draft calls are expected to average 30,000 a month. Registration is from August 30 through September 18.

# Research at work

## Mixed gas data to be published

**A PAR activity** Publication of mixed gas research findings on the interchangeability of various gases with coke oven gas as a base load by the supervising committee of this phase of the industry's gas production research program is currently under way. The data cover studies completed at the American Gas Association Test-

ing Laboratories with coke oven adjustment gas of 534 B.t.u. and 0.408 specific gravity.

John F. Anthes, The Brooklyn Union Gas Co., is chairman of the supervisory committee for Project TL-1, Mixed Gas Investigation. The report, to be published shortly, is the first of a series of interim progress reports. It indicates the percentages of a variety of supplementary gases including mixtures of propane, natural gas, and oil gas with air, blue gas, producer gas and reformed hydrocarbons which can be mixed with the adjustment gas.

Heating value, specific gravity, and analysis of each resultant interchangeable mixture are specified as well as the approximate change in burner input rating. Also shown is the type of unsatisfactory performance encountered if the supplemental gas is utilized in higher percentages.

The next report planned will include three types of carburetted water gas, all of 535 B.t.u. heating value. One has 0.68

specific gravity and medium inert content; the second has 0.725 specific gravity and high inert content, and the third 0.63 specific gravity and low inert content.

Additional gases studied under this program will include natural gas, blue gas, mixed coke oven and carburetted water gas. Interchangeability of supplemental gases with each of these adjustment gases will be presented in separate reports.

The present program represents a continuation of the Association's longstanding interest in securing basic information on mixing of gases. Current experimental work follows the completion of a desk study and a field survey outlining the needs of the industry. In preparation for the experimental program a miniature blue gas generator and carburettor were constructed at the Laboratories and installation made of a selected group of control appliance burners found critical when operated on supplemental gases in the field.

## Research program given high rating

An estimate by Lamot du Pont, chairman of the board, E. I. du Pont de Nemours & Co., Inc., that his company's research work runs 10-15 years ahead of the finished product, has been bettered by the research program of the American Gas Association not only in actual achievement of results, but also in gaining favorable recognition from without the industry in a little more than three years of operation.

The gas industry's extensive research program ranks as a leader among trade and other associations according to a study released by the Trade Association Division, U.S. Department of Commerce.

Approximately 50 associations now active in scientific and technical research, testing and development, were surveyed

by the Government bureau with the objective of aiding executives in guiding early organization for research, as well as improving management practices.

Considerable space is devoted in the study to the A. G. A. Testing Laboratories in Cleveland and Los Angeles. This activity was rated as one of the most important in the trade association field both from the standpoint of size and scope of operations. About 120 persons comprise the research staff of the A. G. A. Testing Laboratories and the buildings and equipment represent an investment of approximately \$500,000, the report states.

The A. G. A. sponsored research program carried on under the P. A. R. plan was quoted as a guide for other indus-

tries contemplating research projects. Gas industry expenditure of \$600,000 a year on gas production research, domestic gas research, industrial gas research, and general technical research, was listed as one of the most ambitious in its field. Operational methods under committee procedure with research coordinators guiding the projects were described in detail.

Also praised were the Research Bulletins developed under the program for bringing the results and progress to members of the Association. These bulletins are easy to read and quickly give the what, why and how of projects, while excellent layout and use of color increase readership and reader interests, the study declares.

## Gas heater venting report released

A new engineering bulletin of Purdue University entitled "Research in Venting Direct Gas Heaters When No Chimney Connections Are Available," reports the initial investigation of Purdue

Research Foundation in connection with American Gas Association Domestic Research Project DGR-1-DH.

The project is sponsored by the A.G.A. Technical Advisory Group for

Direct Gas Space Heating Research, E. C. Adams, Adams Brothers Manufacturing Co., Pittsburgh, chairman. Material in the bulletin was collected in various parts of the (Continued on page 36)



Harry Swenson (left), director of display, The Peoples Gas Light & Coke Co., discussing models with A. H. Ingram, Chicago banker and planning representative of "Better Homes and Gardens"

# Model homes unveiled

*Chicago show aids Gas Has Got It drive*

More than 56,000 people from the Chicago area visited the main floor of The Peoples Gas Light and Coke Company's downtown office building to

view the *Better Homes and Gardens Magazine Model Homes Exhibit* July 14-28. Six homes in the popular price field were shown in scale models complete with landscaping, full decoration and furnishings. Also on display were seven new Peoples Gas kitchens in full scale together with a profusion of color schemes designed by Harry Swenson, director of display and home planning.

In order to provide complete service for visitors, the First Federal Bank, local homes promotion representative for *Better Homes and Gardens Magazine*, maintained a booth and had experts in attendance to answer questions pertaining to home building and ownership.

Attendants of the Peoples Gas Home Planning Bureau maintained a consultation service for persons interested in kitchen remodeling and a full sales staff demonstrated modern gas appliances.

The show coincided with the Gas Has Got It range campaign and the "Proved Superiority" promotion on gas refrigerators. As a result, a sharp increase in appliance sales was reported.



Thousands of visitors were able to view the models at close hand. Fully landscaped exteriors and completely decorated and furnished interiors were provided with basic designs prepared by outstanding architects and interior decorators

Complementing the home show, gas company displays of modern gas appliances were set up in adjoining rooms. Backgrounded by Harry Swenson's applied color schemes, a salesman (left) demonstrates a 1948 gas range. Equally prominent spots were shared by the automatic gas water heater and the gas refrigerator, which is being shown (right) to a visitor of the bride-to-be class



*Atlantic City activities will draw accountants from every corner of the industry*

## Significant program planned



J. A. Williams  
Chairman



C. J. Allen  
Speaker



Jerome Barnum  
Speaker

### BY LER

Traditionally, the accountants of the American Gas Association have, for as far back as this correspondent can remember, presented at the Annual Convention, educational, informative and interesting programs, which have been enthusiastically received by a large majority of those attending the various meetings. This year will be no exception.

At the Annual Convention in Atlantic City, October 4-8, the Accounting Section will present a well-rounded and carefully planned program with all meetings at Had-don Hall. Chairman John A. Williams, ably assisted by his coordinators, Alan A. Cullman of the General Accounting Activities group and Arthur W. Fyfe of the Customer Accounting Activities group, together with the respective chairmen of the various committees, has prepared a program which should attract large numbers of accountants from every corner of the industry.

Highlighting the activities at the general session luncheon on Wednesday, October 6, is the talk "How to Tell Our Story to the Employee;" the speaker, Charles J. Allen, vice-presi-

dent, The Connecticut Light and Power Co., Waterbury, Connecticut. Selected by Edward R. Eberle, chairman, Accounting Employee Relations Committee, which in its first full year as a standing committee has done excellent work, Mr. Allen has chosen a provocative subject for his luncheon address.

Mr. Allen has had extensive experience in the public relations advertising and editorial fields, and has served with The Connecticut Light and Power Company since 1917 in the successive posts of executive assistant, assistant secretary, assistant treasurer, division manager and director of public relations. He was elected vice-president in charge of public relations in March 1946. He is a director and past-president of the Public Utilities Advertising Association, past-director of the Advertising Federation of America, and a member of the Connecticut Editorial Association.

Second speaker on the Wednesday afternoon program will be Jerome Barnum, technical training advisor, Bigelow Sanford Carpet Co., N. Y., on the subject, "Better Manpower Utilization Through Proper Systems Planning."

Mr. Barnum heads a group of industrial engineers who develop training programs in management techniques such as time study, methods engineering, work simplification, production control, quality control, and cost analysis.

He has written numerous magazine articles on management practices and is the author of "Cost Reduction," to be released soon. Mr. Barnum is also a member of the staff of New York University College of Engineering where he is active on a unique educational institution, the Management Round Table on Work Simplification.

Following Mr. Barnum's talk will be two interim reports, one by E. W. Morehouse, vice-president, General Public Utilities Corp., N. Y., chairman, Committee on Financing Utility Capital

Requirements. This is a new committee, covering a difficult and complex assignment, which will be making its first report to the Accounting Section.

The Accounting Developments Service Committee report will be made by its chairman, W. R. Clement, Public Service Electric and Gas Co., Newark, New Jersey. The first report of this committee was made at the Annual Convention in Cleveland last year. Work has progressed very favorably and Mr. Clement will have some interesting information for all members of the Accounting Section. The program proposed by this committee two years ago has been carried through to a conclusion, and the Accounting Developments Service through the A. G. A. and E.E.I. is now a reality.

Section Chairman John A. Williams, assistant controller, Niagara Hudson Power Co., Syracuse, N. Y., who will preside at the meeting, will make his report, after which Leith V. Watkins, Panhandle Eastern Pipe Line Co., N. Y., chairman of the Nominating Committee, will report on the nominations for the coming year. Election of officers will follow.

### Committee meetings

The Accounting Section committee meetings will open Tuesday afternoon at 2 P.M. Alan A. Cullman, Columbia Engineering Corp., N. Y., and coordinator, A. G. A. General Accounting Activities, will preside at a joint session of the General Accounting Committee and the Property Records Committee.

At this meeting, the individual chairmen will summarize the activities of their committees, and subcommittee and project committees will report for the past year. In addition, three timely papers will be presented, the first, by A. V. Schwartz, Columbia Engineering Corp., Columbus, Ohio, on Under-



ground Storage. This committee is relatively new and the paper, together with the ensuing discussion, should provide valuable information for persons interested in underground storage.

J. F. Preish, Michigan Consolidated Gas Co., Detroit, will talk on Coordination Within the Departments. During this inflationary period, with costs running ever higher, Mr. Preish's suggestions should prove helpful in the reduction of expenses.

Coordination of Gas—Purchase Accounting, by C. G. Moorehead, Hope Natural Gas Co., Clarksburg, W. Va., will be the next report of the afternoon.

Concurrently, on Tuesday afternoon, starting at 2 P.M. in the Mandarin Room, Frank Freer, Jr., Public Service Electric and Gas Co., chairman of the Taxation Accounting Committee will preside at a round-table discussion of current tax problems. Subjects will include Depreciation Allowances, Capital Versus Maintenance, Review of Recent Court Decisions, Tax Treatment of Deferred Credits and Reserves.

Meetings of the Tax Committee are becoming more and more interesting to Association accountants and executives each year, and the open meetings, particularly at the Annual Convention and the Spring Conference, have been exceptionally well attended. These open meetings afford company executives, who are responsible for taxes but who are not represented on the committee, an opportunity of sitting in on enlightening discussions. As a result these non-tax specialists are often able to take home money-saving ideas.

Also starting at 2 P.M. on Tuesday afternoon will be a meeting of the Materials and Supplies Accounting Committee, presided over by G. B. Herr, The Peoples Natural Gas Co., Pittsburgh, Pennsylvania. This likewise will be a discussion meeting. Among the topics to be considered are Codification of Materials, Floating Purchase Requisition, Materials and Supplies Reports, Layouts of Warehouses, Handling and Storing of Materials. Mr. Herr looks forward to a lively discussion on these subjects as his committee, in addition to attracting storekeepers, is also attracting accountants of the industry. With large increase in inventories, it appears increasingly important that accountants take a more active interest in the materials and supplies of their companies.

As is usually the case, the Customer Accounting Activities group, meeting in

the Viking Room on Tuesday at 2 P.M., will present an opportune program of salient subjects. Spearheaded by Coordinator A. W. Fyfe, Consolidated Edison Co. of New York, Inc., who will preside at the meeting, the group will hear from a number of interesting speakers, include Harold Quad, Public Service Electric and Gas Company. As chairman, Sub-committee on Fuel Adjustments in Residential and Small Commercial Rates, Mr. Quad has assembled considerable informative data.

O. B. Cook, Battle Creek Gas Co., Battle Creek, Mich., will report on the data obtained on Pet Collection Procedures. Collections are always a problem, and accountants look to Mr. Cook for current trends and methods in the collection of delinquent accounts.

Standardization of Company Forms to Customers will be the subject of Louis Stoecker, Public Service Electric and Gas Co., chairman of this committee. If there were ever a possibility of saving money in the accounting department of any company, it would be in the standardization of company forms. Mr. Stoecker's paper will be of wide interest

to accounting executives.

L. J. Rauh, Consolidated Gas, Electric Light and Power Co. of Baltimore, will deliver a talk on An Economic Evaluation of Residential Deposits. Mr. Rauh and his committee have done considerable work in developing this subject. It is new and should prove valuable. And from The East Ohio Gas Co., W. S. Frick, chairman of the committee "Technique of Interviewing Customers—Training Methods and Manuals," will complete the afternoon session. This paper should be an excellent addition to the program.

On Thursday the 1948-49 Accounting Section organizational meetings will be held to discuss and select projects which will be surveyed and reported on during the coming year. On Friday the A. G. A. committees will meet jointly with similar groups from E.E.I. to elect joint project committees and make a final selection of studies to be undertaken.

While there have been excellent programs in the past, it appears, on paper at least, that this year's presentation will rank with the best. We'll be seeing you in Atlantic City!

## Gas company reports win recognition

**NAMES** of numerous manufactured gas, natural gas and combination companies which have qualified for "highest merit award" citations in the eighth Annual Report Survey of *Financial World* have just been released. More than 2,000 corporation annual reports were submitted from all over the country.

The 1947 stockholder reports of the following companies are candidates for the final judging. One will be selected as the "best report" from each classification and will be awarded a bronze "Oscar of Industry" at the *Financial World* annual report awards banquet on October 21 in the Hotel Pennsylvania, New York.

**Manufactured Gas:** The Brooklyn Union Gas Co., The Hartford Gas Co., The Peoples Gas Light and Coke Co., Suburban Propane Gas Corp., Washington Gas Light Company.

**Natural Gas:** The Columbia Gas System, Inc., Consolidated Gas Utilities Corp., Consolidated Natural Gas Corp., Houston Natural Gas Co., Lone Star Gas Co., Mobile Gas Service Corp., Northern Natural Gas Co., Oklahoma Natural Gas Co., Panhandle Eastern Pipe Line Corp., Rio Grande Valley Gas Co., The Shamrock Oil & Gas Corp., Southern Natural Gas Co., Tennessee Gas Transmission Co., and United Gas Corporation.

**Eastern Public Utilities:** Central Hudson Gas & Electric Corp., Central Maine Power Co., The Connecticut Light & Power Co., Consolidated Edison Co. of New York, Inc., Consolidated Gas Electric Light & Power Co. of Baltimore, Delaware Power & Light

Co., Monongahela Power Co., New England Electric System, New York State Electric & Gas Corp., Niagara Hudson Power Corp., Pennsylvania Power & Light Co., Philadelphia Co., Philadelphia Electric Co., Public Service Co. of New Hampshire, Public Service Co. of New Jersey.

**Midwestern Public Utilities:** American Gas & Electric Co., Central Illinois Light Co., The Cincinnati Gas & Electric Co., The Dayton Power & Light Co., The Detroit Edison Co., Iowa Southern Utilities Co., Kansas Gas & Electric Co., The Laclede Gas Light Co., Louisville Gas & Electric Co., Montana-Dakota Utilities Co., National Gas & Electric Corp., Northern Indiana Public Service Co., Northern States Power Co., Northwestern Public Service Co., Southern Indiana Gas & Electric Co., Wisconsin Gas & Electric Co., Wisconsin Power & Light Co., Wisconsin Public Service Corporation.

**Southern Public Utilities:** Georgia Power Co., Louisiana Power & Light Co., Mississippi Power & Light Co., New Orleans Public Service Inc., South Carolina Electric & Gas Co., Virginia Electric & Power Company.

**Southwestern Public Utilities:** The Central Arizona Light & Power Co., Electric Power & Light Corp., Oklahoma Gas & Electric Co., San Diego Gas & Electric Company.

**Western Public Utilities:** Citizens Utilities Co., The Montana Power Co., Pacific Gas & Electric Co., Pacific Lighting Corp., Pacific Public Service Co., Public Service Co. of Colorado.

# Tuesday industrial and commercial gas day

A comprehensive and timely program for the Industrial and Commercial Gas Section has been prepared by the Program and Papers Committee, Lawrence E. Biemiller, Consolidated Gas Electric Light & Power Co. of Baltimore, chairman, for presentation during the Annual Convention of the American Gas Association in Atlantic City the first week in October.

Special efforts have been made to prepare an agenda of pertinent interest to management and others in the gas industry and related fields as well as to members of the Section and persons concerned primarily with the industrial and commercial gas load. Top-flight guest speakers have been invited to discuss some of the most important phases of the non-residential load.

Tuesday, October 5 has been set apart for the industrial and commercial gas session. The Section's activities will open with a luncheon at the Ritz Carlton Hotel. The featured speaker will be Frank H. Lerch, Jr., president, Consolidated Natural Gas Co., New York, and chairman, A.G.A. Finance Committee, who will sound the keynote of the meeting in his talk, "The Value of the Industrial Gas Load to the Gas Industry."

Mr. Lerch has stated that he regards this sector to be most important to the gas industry, and the message he has for all gas men is in line with current endeavor to emphasize the value of the industrial gas business and to recognize the ability of industrial gas men to increase the utilization of gas in this field.

The session which immediately follows the luncheon will be fast-moving and should hold the attention of everyone present. Starting with the annual report of the chairman, Leon Ourusoff, Washington Gas Light Co., Washington, D. C., the members will hear an account of one of the most successful years in the Section's history.

The first paper presented will continue, and in a way, complement the

luncheon speaker's theme. D. A. Campbell, manager, industrial division, The Bryant Heater Co., Cleveland, Ohio, will give a talk entitled, "Industrial Burners and Furnace Equipment." Mr. Campbell will describe developments in design and the application of industrial gas requiring the highest caliber of technical and sales skill.

In general, this afternoon session will follow the three phases of the A.G.A. PAR Plan, with John J. Bourke, A.G.A. Director of Commercial Gas Cooking Promotion, making a presentation involving something new in the annals of Sectional sessions. Included will be a



Program and Papers Committee planning for Convention: C. H. Lekberg, Northern Indiana Public Service Co.; L. E. Biemiller, Consolidated Gas Electric Light & Power Co. of Baltimore, acting chairman; M. A. Combs, A.G.A.; Joseph Kahn, The Peoples Gas Light & Coke Co.; P. W. Craig, Equitable Gas Co.

showing of the gas industry's newly completed commercial gas film, "Where Food Is Finest." (See page 12.)

Mr. Bourke will also describe the new publication "Commercial Kitchens," a handbook for all identified in any manner with large volume commercial cooking. He will then introduce a demonstration of a new development in gas cooking equipment—the Vulcan Flavorizer, which embodies a new principle of cooking and which has attracted widespread attention whenever shown.

The advertising part of the PAR Plan

as applied to the Industrial and Commercial Gas Section's activities will be given in an entertaining and showman-like manner by Raymond W. Fenton, assistant advertising manager, The Peoples Gas Light and Coke Co., Chicago. Those who have heard Mr. Fenton, forecast that his talk will contain a vital message for everyone.

The research phase of the PAR Plan, insofar as its over-all history and progress have been in industrial gas, will be included in the opening talk by Mr. Campbell.

Closing event on the program will be the report of Karl Emmerling, chairman of the Section's Nominating Committee, who will present a slate of officers for next year. Election of officers will follow.

The Industrial and Commercial Gas Section will be represented at the general sessions of the convention on Wednesday, October 6 by Everett J. Boothby, vice-president and general manager, Washington Gas Light Co., Washington, D. C., and A.G.A. past-

president. Mr. Boothby will address the assembled delegates on one of the most important problems faced by the gas industry today, "Protecting the Commercial Gas Load." He will bring to the general attention of the industry the high revenue, high load factor commercial gas cooking load. He will also stress the fact that adequate maintenance and servicing is vitally necessary to protect this load from inroads by competition.

On Friday, October 8, there will be an all-day meeting and luncheon of the combined managing committees.

## Boston commercial display reopened

WITH commercial cooking equipment readily available once more, gas companies are reopening commercial showrooms which had been closed during the war. Boston Consolidated Gas Company has gone "all out" in this field.

Under the direction of Walter S. Anderson, supervisor of the company's industrial division and also chairman, Food Service Equipment Committee, American Gas Association, a complete and attractive display has been arranged on the first floor of the utility's office building with light and heavy duty ranges, broilers and a bake oven.

Also shown are vegetable steamers, a dry heat food warmer, a soup station, a humidity controlled roll warmer, bowl and cup warmer floor-mounted and



counter-model deep fat fryers. Other counter appliances are toasters, griddles, broiler-griddles and hot plates.

## Annual hotel show

PLANS have been completed for the Association's large Combined Commercial Cooking Exhibit at the National Hotel Exposition in Grand Central Palace, N. Y., November 8-12.

The premier Commercial Gas Breakfast will be held during that week and will feature a prominent speaker in the

hotel and restaurant field. Editors of allied publications will be invited to attend with commercial gas men and manufacturers of heavy duty commercial gas cooking equipment.

An announcement of the time and place will appear in the October issue of the MONTHLY.

## Gas cooking directory

WOULD you like to know where to get a gas-fired popcorn popper? Need a gas-fired chicken singer? Information showing where these and many other types of commercial gas appliances can be obtained is available in a new booklet entitled "Where To Get It" which has just been published by the Gas Appliance Manufacturers Association.

The new publication has a cross-indexed equipment directory containing a list of 91 different types of commercial gas appliances and the 158 manufacturers who make them. Chop suey

ranges, egg boilers, counter rotisseries, and more widely used commercial equipment, are all included in the directory under the name of the appliance. There is an alphabetical list of manufacturers, their representatives and distributors.

"Where To Get It" should prove invaluable to commercial gas men and other persons associated with the commercial gas cooking field. Copies can be obtained at 15 cents each from Gas Appliance Manufacturers Association, 60 East 42 Street, New York 17, New York.



## Industrial breakfast planned

CONTINUING the custom established more than ten years ago, the Industrial Gas Breakfast will be held as usual on Wednesday morning, October 27, at the Ritz Carlton Hotel, Philadelphia, during Metal Show week.

Editors of metals publications will be invited to attend with industrial gas men and manufacturers of industrial gas

equipment who will be in Philadelphia that week.

The Industrial and Commercial Gas Section is sponsoring one of the largest Combined Industrial Gas Exhibits ever held at a metal show and it is expected that numerous visiting editors will avail themselves of the opportunity of meeting with gas men and industrial equipment manufacturers.

## Gallagher given Chicago award

THOMAS J. GALLAGHER (shown at right in the accompanying picture), commercial sales manager, The Peoples Gas Light and Coke Co., Chicago, Ill., and one of the founders of the Chicago Convention Bureau, receiving a wrist watch from I. S. Anoff, president of the bureau and of Albert Pick Co., Inc., as a token of appreciation for his many years of service with the bureau. The presentation was made in the office of James F. Oates, Jr., chairman of the utility.

The convention bureau, which has

been active in making Chicago one of the most widely known convention cities in the world, represents 112 different lines of business in the city. Since 1944 its membership has increased more than 150 percent.

Mr. Gallagher is currently a member of the Managing Committee, Industrial and Commercial Gas Section, American Gas Association, and has been active in Sectional activities for many years. Mr. Anoff is scheduled to address the October 7 dealer meeting at the A. G. A. Convention in Atlantic City.





*Residential gas meetings will feature prominent guest speakers and industry authorities*

## Section schedules twin sessions

Backed by the Gas Has Got It theme, the Residential Gas Section will raise the curtain on its plans for 1949 during two fast-moving afternoon sessions at the American Gas Association Convention in Atlantic City.

Chairman-Nominee W. M. Jacobs, Southern California Gas Co., Los Angeles, Calif., will preside at both sessions—a Sectional meeting in the ballroom of the convention hall, at 2 P.M., October 6, and a dealer meeting in the ballroom of the auditorium at the same time on October 7.

One high spot on the program will be a report of the Nominating Committee by W. M. Chamberlain, Michigan Consolidated Gas Co., Grand Rapids, Mich., followed by the election of officers. Mr. Jacobs will then deliver the chairman's address.

Guest speaker Dr. Pauline Beery Mack, director, The Ellen H. Richards Institute, Pennsylvania State College, and

was established and subsequently nutrition research has grown rapidly under her guidance, planning and inspiration. The Institute has greatly expanded its research in textiles, dyes, laundering, and dry cleaning and has concentrated considerable effort on the standardization of laundry and dry cleaning processes.

She is currently consulting editor of the publication, *Chemistry*, a fellow of the American Association for the Advancement of Science, and the American Institute of Chemists, as well as a member of numerous other honorary and professional organizations.

Another guest speaker, Edward A. McFaul, widely known lecturer in advertising in Northwestern University's School of Commerce, will address the delegates on "So You Think You're Slipping." Formerly head of the academic department at the Army's famous School for the Blind, Avon, Conn., Mr.

McFaul has 20 years' experience in the fields of teaching, personnel management and radio broadcasting.

Frank H. Trembly, Jr., assistant sales manager, The Philadelphia Gas Works Co., Philadelphia, Pa., will be the principal gas

industry speaker on the Section's program with a talk on "Single Point Ignition Comes of Age."

Mr. Trembly is a former chairman, A. G. A. Industrial Gas Section, and an ex-president, Pennsylvania Gas Association. He is active on many A. G. A. and P. G. A. committees. Before joining The Philadelphia Gas Works Company in 1931, he was employed by Surface Combustion Corporation in engineering and sales work for about seven years.

Dramatic relief will be added to the program by a presentation "Servel Serves Well" by a representative of Servel, Inc., Evansville, Indiana.

This year's convention will mark the first time that the exhibition has been open to wholesalers and dealers, and the Thursday afternoon program for dealers is expected to draw a large attendance. Arranged jointly by A. G. A. and G. A. M. A., the meeting will open with a talk by Harry Boyd Brown, president, Good House Stores, Inc., Philadelphia, Pa., on "The Sale's the Thing."

Mr. Brown was merchandising manager for Philco Corporation for 18 years and is one of the best known figures in appliance merchandising in the country. He has been in great demand as a speaker on sales and merchandising topics at conventions of leading sales organizations.

Ways of "Cashing in on Dealer Cooperation" and related subjects will be discussed by I. S. Anoff, president, Albert Pick Co., Inc., Chicago. Mr. Anoff has been organizer and chairman, Food Service Equipment Industry, Inc., for 14 years and is known to the gas industry as chairman of the F. S. E. I. executive committee and a member of the committee to cooperate with A. G. A. and G. A. M. A. He is also a member of the Industrial Advisory Board, National Sanitation Foundation.

One of the gas industry's most colorful and most adroit speakers, E. Carl Sorby, vice-president, George D. Roper Corp., Rockford, Ill., will discuss the need for polishing sales techniques in a talk entitled "Tell 'Em and Sell 'Em."

Mr. Sorby has an inspiring message for salesmen in all fields which he will present with his usual enthusiasm and showmanship. He will also discuss from a new angle the public's increasing demand for finer, higher quality merchandise and some of the challenges of quality selling. (Continued on page 44)



W. M. Jacobs  
Chairman



P. B. Mack  
Speaker



E. A. McFaul  
Speaker

a nationally known speaker on the subjects of providing better food, clothing and shelter, will then lead off an interesting program with a talk entitled "What About Hot Water."

Dr. Mack will provide advice of timely assistance to gas company sales departments which are tying-in with the A. G. A. automatic gas water heater campaign.

In 1941, largely through Dr. Mack's efforts, the Ellen H. Richards Institute



EVEN IF YOU CAN'T  
DRIVE A NAIL  
STRAIGHT.....

YOU'LL WANT  
THESE TOOLS

*Creater*

LOOK AT THIS **NEW** SALES TRAINING  
COURSE OF THE RESIDENTIAL GAS SECTION  
AMERICAN GAS ASSOCIATION



This "Course in Residential Gas Salesmanship" proved to be the backbone of a training series set up by Central Illinois Gas & Electric Co.

BY FRED L. FLETCHER  
ROY W. PEARSON

Central Illinois Electric and Gas Co.,  
Rockford, Illinois

In early 1945, "Golden Gates in '48" was the thinking of the Central Illinois Electric and Gas Company. Consequently, the end of the war found us not very well prepared for expanded sales horizons. Our sales staff was down to the merest skeleton, a situation which was later remedied by the return of former sales employees from the service and the addition of new employees without any previous sales experience. All suffered from the same defect—lack of knowledge of sales fundamentals. To remedy this condition a program of intensive sales training was set up and among other tools the American Gas Association's course in "Residential Gas Salesmanship" was purchased. At this time, however, we ran into the curious "scarcity psychology" that was the aftermath of the war.

This lack of sales resistance is illustrated by the experience of one sales-

# The easy way to dealer training

man—who, one extremely hot day in July 1946, surveyed and estimated a househeating job. After compiling his figures he looked for the owner and found him patching a tin roof in the broiling mid-day sun. The salesman climbed a ladder, explained his purpose, and thereupon the prospective purchaser took the salesman's pen and signed the contract. More unlikely conditions for consummating a sale of heating equipment probably could not be imagined.

As a result of this condition, routine training in sales fundamentals largely was neglected and training efforts were concentrated on installation and service problems.

In the fall of 1947 when it became apparent that the period of "order taking" was about over, a series of training sessions was set up for all employees of the Sales Department. With the A.G.A. course in "Residential Gas Salesmanship" as its backbone, this course was given to all employees, both electrical

and gas, and also to the commercial and industrial engineers.

When the A.G.A. course first had been received, a few of the films had been shown to a group of sales department supervisors who had viewed them with somewhat restrained enthusiasm. We were quit unprepared for the effect of these films in a class where a large part of the members could use them in their day-to-day work. After the first sessions, everyone came prepared and ready to enter into the discussions. Students cited experiences in their daily work and these were examined by the class in the light of principles advocated in the course. We experienced a great deal of difficulty in holding the course down to its scheduled hour and it usually ran from 15 to 20 minutes over the allotted time.

One question that has been frequently raised is the value of the course to employees not engaged in direct appliance selling. Our opinion has been that everyone sells (Continued on page 42)



Sales department, Central Illinois Gas and Electric Company: Fred L. Fletcher, assistant general sales manager, second row center; Roy W. Pearson, sales promotion director, first row at right

# Home service highlights

*Breakfast and Round-Table include many subjects of timely interest*



Helen J. Bond  
Speaker



Dorothy O'Meara  
Speaker

The gas industry's popular Home Service Breakfast will be held in the American Dining Room of the Hotel Traymore on Wednesday morning, October 6, commencing promptly at 8:00 A.M. Elizabeth J. Lynahan, home service director, The Peoples Gas Light & Coke Co., Chicago, will preside as chairman of the American Gas Association Home Service Committee, introducing first a capsule presentation of the committee's major activity this year—the eight records on Home Economics Careers which have been set up for use in schools and colleges.

"From Adam to Atom" is the subject

of the principal speaker at the breakfast, Dr. Ethel J. Alpenfels, Professor of Anthropology in the School of Education, New York University. Dr. Alpenfels, a popular speaker at the recent convention of the American Home Economics Association, will outline a scientific approach to the story of human relations.

The Home Service Round-Table program on Tuesday afternoon, October 6, will present a group of subjects of interest not only to home service but also to company managers, sales, advertising, and manufacturer groups. Alert to new developments, the subject of television and its possibilities in future home service activities will be outlined by Lester Vail, director of daytime shows and television, Show Productions, Inc. Mr. Vail is in charge of the new television program of General Mills.

Plans for school laboratories and contacts with school and teacher programs will be discussed by an educator and a home service director. Dr. Helen Judy Bond, head of the Household Arts Department of Teachers College, Columbia University, where a complete moderniza-

tion of food laboratories has been completed this last year, will describe and illustrate current trends in planning. Helen Kirtland, home service director, The Ohio Fuel Gas Co., which annually entertains home economics teachers in the company area, will describe the most acceptable program features.

Customer questions put to home service frequently refer to the use of detergents in laundering. Mrs. Helen Kirtland, equipment editor, *Good Housekeeping Magazine*, will discuss this subject which is of timely interest during the gas industry's current promotion of automatic water heating.

Dorothy O'Meara, home service director, The Bridgeport Gas Light Co., Bridgeport, Conn., will close the afternoon program in the Rose Room at the Hotel Traymore with a resume of the project which her company set up last year as a service to program chairmen of women's clubs. The cooperation of the gas company in providing leads for interesting program subjects and speakers has been a highly acceptable community activity.

## LP dealer program initiated

For the first time in the gas industry's history, a special program has been arranged for LP-gas appliances dealers under the appealing title "Flames of Freedom," immediately following the American Gas Association Convention. The meeting will be sponsored by the Gas Appliance Manufacturers Association and the Liquefied Petroleum Gas Association and held in the ballroom of the Atlantic City Auditorium on Friday, October 8, promptly at 9:30 A.M.

Carl Sorby, vice-president, George D. Roper Corp., Rockford, Ill., who is chairman of the program committee for "Flames of Freedom," reports that the meeting promises to be a fast-moving, rapid-fire presentation on sales potentials

of water heating, refrigeration, domestic and commercial cooking, and space heating in the liquefied petroleum gas field.

Participating in the "Flames of Freedom" presentation are such nationally known sales authorities as Daniel J. Brogan, sales manager, G. S. Blodgett Co., Inc., Burlington, Vt.; George S. Jones Jr., vice-president, Servel, Inc.; Edward Bartlett, general manager, Bartlett & Company.

A feature of the program will be Dr. Herman Finer, professor of political science at the University of Chicago, a brilliant and dynamic speaker who will talk on the subject, "How Long Will Prosperity Last?"

## It's just the long arm of the law

CAROLE GAMBLE, home service department, The Ohio Fuel Gas Co., was driving along a road recently (in a company car) when she heard the siren of a police car.

Carole did the proper thing—pulled to the curb and stopped, expecting the official car to speed by.

But the police car stopped too. An officer wanted to talk to her!

Carole's mind hurriedly ticked off things she might have done wrong. But what?

"Say, Miss," the officer inquired, "could you tell me the price on a new Tappan range?"

Meetings will cover major chemical, distribution, production, corrosion, motor vehicle, purging topics

## All-star cast for Atlantic City



A. C. Cherry  
Chairman



G. R. King  
Speaker

Technical experts from every section of the nation's natural and manufactured gas industries are expected to converge in large numbers on the Ambassador Hotel in Atlantic City next month. Three information-packed technical sessions at the American Gas Association Convention will view present and future problems and means of providing and protecting modern uninterrupted service to millions of gas customers throughout the country.

Under the leadership of the Section's chairman, Arthur C. Cherry, The Cincinnati Gas & Electric Co., Chemical, Distribution, Corrosion, Production, Motor Vehicle and Purging program committees have prepared an agenda which should hold the interest of all technical men and their guests.

Mr. Cherry will call the sessions to order at 2:30 Tuesday afternoon, following which C. C. Russell, Koppers Co., chairman, A. G. A. Gas Production Committee, and one of the gas industry's well known figures, will outline general production problems and recommendations.

With the nation's stocks of natural resources under survey from different quarters, the synthetic fuels picture has assumed increasing prominence. The part played and planned by the U.S. Bureau of Mines' demonstration plants in this field will be described by L. L. Hirst, chief, coal to oil demonstration branch, Office of Synthetic Liquid Fuels, assisted by J. A. Markovits, R. G. Dressler, and H. R. Batchelder.

Another subject which is currently in the limelight—High B.t.u. Oil Gas Process—will be discussed as a contribution of the A. G. A. Gas Production Research Committee, A. G. A. Manufactured Gas Department. This is one of four active research projects under the current PAR plan which the committee is directing at specific aspects of the peak load problem.

W. F. Faber, consulting gas engineer, Hillside, N. J., will present a paper describing recent work on the Dayton-Faber Process for manufacture of oil gas and reformed gas with the use of oxygen-enriched air.

A review of general chemical problems and recommendations will be the next feature on the program with J. G. Sweeney, The Brooklyn Union Gas Co., as the speaker. Mr. Sweeney has been active in Sectional activities for many years and is currently chairman of the Chemical Committee.

Another figure widely known in the industry, E. O. Mattocks, Phillips Petroleum Co., Bartlesville, Okla., will speak on "Safety Requirements for Liquefied Petroleum Gas Installations." Mr. Mattocks is noted in the LP-gas world as a well-informed technician and authority on processing and procedure.

A. B. Lauderbaugh, The Manufacturers Light and Heat Co., Pittsburgh, and Stanley A. Brosky, Pittsburgh Testing Laboratories, will be next on the program with a discussion entitled "Field Experience on Gamma-Ray Inspection of Welds in a High Pressure Pipe Line."

Final event of the Tuesday session will be a paper on "Fusibility of Ash and its Relation to Clinkering in Water-Gas Generators," by J. F. Foster and William T. Reid, Battelle Memorial Institute, Columbus, Ohio.

The Wednesday afternoon agenda will be opened by H. W. Nicolson, Public Service Electric & Gas Co., Newark,

N. J., and chairman, A. G. A. Distribution Committee, on the subject "General Distribution Problems and Recommendations." Mr. Nicolson will present information of pertinent value to all persons interested in the gas distribution field.

H. G. Howell, Memphis Gas & Water Division, Memphis, Tenn., will then cover the subject "Construction and Maintenance of Regulator Valves," following which another authority, D. C. Stewart, Niagara Hudson Power Corp., Buffalo, N. Y., will discuss "The Safety Engineer Looks at the Record."

The ever-timely topic "Modern Meter Practices," will be covered by R. J. Ott, The Philadelphia Gas Works Co., who is well known for his activities in the Technical Section.

The meeting will close with the showing of a composite film "Modernization in Distribution."

Following a report of the Nominating Committee on Thursday afternoon, the Technical Section membership will elect its slate of new officers for 1948-49.

M. C. Alves, Union Electric Co. of Missouri, who as chairman, A. G. A. Motor Vehicle Committee, has been particularly active in directing activities in that field, will discuss "General Motor Vehicle Problems."

### Purging Paper

A paper entitled "The Practicality of Modern Car Design," speaker to be announced, will be followed by presentation of a talk on "Modern Purging" by G. R. King. Mr. King is senior engineer, Philadelphia Electric Co., and an expert on purging problems.

The subject of corrosion is scheduled for the final spot on the agenda. As this is the first year that the Section's Corrosion Committee, W. R. Fraser, Michigan Consolidated Gas Co., chairman, has been elevated to the rank of a major Sectional group, great interest is expected in this phase of the program.

# Chemical aspects of corrosion

*Denison paper covers data gathered by numerous eminent corrosion men*



I. A. Denison  
Corrosion Speaker

duction and Chemical Committee Conference in Asbury Park, New Jersey.

The author, I. A. Denison, chief, underground corrosion section, National Bureau of Standards, discusses first the fundamentals of pit development in metals. He then proceeds to show the effect of the chemical constituents of soils on the corrosion of ferrous metals. The effect of alloy composition on the corrosion of ferrous metals is particularly well covered. Corrosion of non-ferrous metals such as copper, zinc, and lead complete the corrosion phase of the paper.

This paper will be printed later in the American Gas Association PROCEEDINGS.

Copies may be obtained now from Association headquarters at 25 cents each for A.G.A. members and 50 cents for non-members.

Following are excerpts from Mr. Denison's paper:

The extensive investigation of the corrosion of metals and alloys underground, which has been conducted by the National Bureau of Standards since 1922, has provided a unique opportunity for study of the effect on corrosion of various chemical constituents both in the metal and in the environment. For study of the influence of composition of metals specimens of wrought and cast ferrous materials covering a wide range of nickel and chromium contents have been exposed to corrosion underground, together with specimens of copper, lead, and zinc alloys of different compositions. In order to study the influence on corrosion of various physical and chemical properties of soils, these specimens were exposed to widely different soil conditions.

As a means of studying further the factors inducing corrosion in soils, the properties of soils along the right-of-way of operating pipelines have been correlated with the corrosion which has occurred in service. Because investigations of underground corrosion necessarily imply corrosion prevention, field studies have been conducted to determine the effect of soil properties on the behavior of sacrificial anodes for cathodic protection.

Factors which affect the behavior of a variety of ferrous and nonferrous metals and alloys underground have been considered with respect to both the environment and the composition of the material. The influence of oxygen, soil reaction, soluble salts, and carbon dioxide on the corrosion of ferrous metals is discussed in terms of a mechanism which is based on observations of the deposition of corrosion products in a specially designed cell. The essential feature of the development of pits on iron and steel in soils is the formation of a tubercle which excludes oxygen from the pit, allowing the pit to deepen until its contents become saturated with ferrous ions.

Corrosion in soils is the result of a combination of factors, no one of which can be designated as the sole cause of corrosion in a given instance. Consideration of all of the materials which have been exposed to soil corrosion by the National Bureau of Standards shows that the factor which induces corrosion most

generally is deficient aeration. The most serious corrosion of ferrous metals, copper and copper alloys, lead and zinc was observed in poorly aerated soils. High concentrations of soluble salts are very corrosive to all metals except lead, but only when accompanied by deficient aeration.

Chromium and nickel in alloy steels improve their resistance to underground corrosion generally, but the high contents of chromium in stainless steels may so concentrate corrosion in local areas that deep pitting results. However, steels containing eight percent or more of nickel in addition to 18 percent of chromium have resisted corrosion in all soils for the maximum exposure period of these field tests.

## Other metals

Although copper and high-copper alloys that are not subject to dezincification are corroded in certain soils, there has been no instance, in the field tests, of perforation of pipe specimens having wall thicknesses comparable to that of standard steel pipe of the same diameter. Furthermore, corrosion data for different periods of exposure indicate little probability of failure for many years beyond the maximum period of the field test. Brasses containing high percentages of zinc are subject to corrosion by dezincification, which in certain soils may be more severe than corrosion manifested by weight loss or pitting.

Zinc is effective in protecting iron and steel both as a metallic coating and as an anode for cathodic protection. A nominal three-ounce zinc coating, applied by the hot-dip process, completely preventing pitting of iron specimens in 47 soils over one ten-year test period. Failure to duplicate this performance in a later test of coatings of the same thickness and uniformity and applied by the same process suggests that certain zinc-iron alloy layers may be unusually resistant to pitting in soils.

Zinc anodes having from one-twentieth to one-tenth the area of the steel cathodes completely prevented corrosion of the latter for test periods ranging up to six years, except in a strongly alkaline soil and in a soil of high electrical resistivity. Suitable chemical treatment of the soil where required increases the current output of zinc anodes. Use of aluminum and magnesium anodes in cathodic protection circuits depends on proper choice of alloy and chemical "backfill."



# Industry news



## Laclede shines at annual show

A SPECTACULAR exhibit and demonstration staged by The Laclede Gas Light Co., St. Louis, Mo., held a prominent position at the recent exposition of the Home Builders Association of Greater St. Louis.

Playing up the idea of the little blue flame, the gas company presented its story on gas for cooking, water heating, refrigeration, and air conditioning in a lively, imaginative and colorful manner.

Laclede's portion of the show even included a magician to pull magical words out of a hat. Occupying one of the main spotlights was a miniature model home constructed by Edward Lamprich, company display manager.



Magician (top right) pulls magical words out of a silk hat in Laclede demonstration. Close-up of company's display is shown above, while exhibit of gas all-year air conditioning unit appears at top left

## National security discussed by gas group

PROBLEMS facing the natural and manufactured gas industries in their relation to national security were discussed August 11 at an informal meeting of a gas industry task group called by Arthur M. Hill, chairman, National Security Resources Board.

The group was named by Mr. Hill following a meeting of industry and Government representatives, at which time he requested their advice and assistance in making a survey of the gas industry. Purpose of the meeting was to compose an interim progress report which is expected to be the forerunner of a written report to the board later.

Principal subjects studied by the task group were: (1) Supply and estimated demand for manufactured and natural gas service during

the period 1948-52; (2) the gas industry's present planned construction program and specific production or construction bottlenecks; (3) the question of gas in relation to coal and fuel oil from the standpoint of conservation of fuels most vitally needed for defense, and (4) technological developments affecting the gas industry.

Work of the group is being coordinated by Edward Falck, chief consultant on power and utilities, N.S.R.B.

Gas industry executives who attended the meeting were as follows: F. M. Banks, vice-president and assistant general manager, Southern California Gas Co., Los Angeles, Calif.; Stuart M. Crocker, president, The Columbia Gas System, Inc., N. Y.; Hugh H.

Cuthrell, vice-president, The Brooklyn Union Gas Co., N. Y.; Ross Gamble, Washington representative, Texas Eastern Transmission Corp., Washington, D. C.; Robert W. Hendee, president, Colorado Interstate Gas Co., Colorado Springs, Colorado.

Also Alexander Macomber, Boston, Mass.; W. G. Maguire, chairman of the board, Panhandle Eastern Pipe Line Co., N. Y.; Frank L. Griffith, vice-president, The Peoples Gas Light & Coke Co., Chicago, Ill.; J. French Robinson, president, The East Ohio Gas Co., Cleveland, Ohio; Michael E. Shea, president, Lynchburg Gas Co., Lynchburg, Va., and Gardiner Symonds, president, Tennessee Gas Transmission Co., Houston, Texas.

## A.G.A. adopts calendar year for accounting

MEMBERS of the American Gas Association have approved almost unanimously two amendments to the Constitution having the effect of changing the Association's accounting year from the year ending September 30 to the calendar year. The term of office for elected officers and directors will remain as at present. The change in the accounting

year was recommended by the Executive Board so as to conform to general practice.

As a result of the amendments, annual dues of all A. G. A. members are due on January 1. In making the change, company members will first be billed for the three-month period, October 1 to December 31, 1948. Subsequently they will receive bills to cover the

1949 calendar year. Individual members will be billed to cover a 15-month period from October 1, 1948 to December 31, 1949.

The poll was conducted by mail ballot which closed July 1, 1948. The Constitution can be amended only by two-thirds majority vote of the members whose ballots are received before the poll is closed.

## A.G.A. active at economics convention

EDUCATORS and other persons attending the annual convention of the American Home Economics Association in Minneapolis, Minn., June 21-24 found the booth sponsored by the American Gas Association a ready source of information on many topics. Prominent among the material featured were the A. G. A. Home Service Committee's new records "Careers in Home Economics," teacher's manuals on gas appliances, and the A. G. A. sound-color film "Winning Seals of Approval."

The exhibit was staffed by representatives of the home economists in the gas industry and viewed by many of the more than 3,000 persons who visited the convention. Shown in the booth in the accompanying picture are: (left to right) Frieda Barth, Michigan Consolidated Gas Co., Detroit; Mildred Endner and Jane Schroeder, Minneapolis Gas Light Co., Minneapolis; Mary Jean Apt, The Gas Service Co., Mission, Kan.; Gertrude Berg, Milwaukee Gas Light Co., Milwaukee; Jessie McQueen, A. G. A.; Henriette Quilling, Northern States Power Co., St. Paul; Florence Eng, Minneapolis Gas Light Co., Suburban Division; Julia Hunter, Lone Star Gas Co., Dallas; Mrs. Ella Lambert, Mil-



Representatives who staffed the A. G. A. display booth during American Home Economics convention

waukee Gas Light Co., Milwaukee; Ruth Sheldon, Washington Gas Light Co., Washington, D. C.; Rosamond Carlson, Northern States Power Co., Eau Claire, Wisc.; Mrs. Mary Belle Burnett, The Cincinnati Gas & Electric Co., Cincinnati.

Others who assisted but are not in photograph were: Mildred Clark, Rosemary Locke, and Frances Berry, Oklahoma Natural Gas Co., Tulsa; Elizabeth Lynahan, The Peoples

Gas Light & Coke Co., Chicago; Eleanor Morrison, Michigan Consolidated Gas Co., Grand Rapids; Loreen Jacobson, Wisconsin Power & Light Co., Madison; Kathryn Hoffmann, Wisconsin Public Service Corp., Green Bay; Helen Houston, The Consumers' Gas Company of Toronto, Toronto, Ont., Canada; Jane Schleicher, The East Ohio Gas Co., Cleveland; Irene Muntz, Rochester Gas & Electric Corp., Rochester, New York.

## Gas range shipments show increase in 1948

SHIPMENT of 1,444,000 domestic gas ranges during the first six months of 1948 is reported by the Gas Appliance Manufacturers Association. This total is 283,000 units greater than shipments during the same period in 1947 and 267,000 units greater than shipments during the first six months of 1941.

If the industry follows the trends of 1941 and 1947 when approximately 50 percent of

the shipments were made during the first six months, then shipments during 1948 will approximate 2,800,000 domestic gas ranges.

Approximately 26 percent of the total shipments during the first half of 1948, or 375,000 units, were for use with LP-gas. This figure compares with 290,000 LP domestic gas ranges during the same period in 1947.

Electric range sales during the first half

of 1948 are estimated at 813,000 units, an increase of 240,000 units over the similar period a year ago.

Sales of automatic gas ranges built to "CP" standards reached a new all-time high for the first five months of 1948, an increase of 242 percent over a year ago. During this same five-month period, sales of all gas ranges gained 24.3 percent over the previous year.

## National magazines feature gas equipment

THE June issue of *American Home* reviews problems involved in advising homemakers on planning or remodeling kitchens. In a five-page article, copiously illustrated with all gas kitchens, plans are suggested to give each homemaker some representative choice in line with her own tastes. The July issue describes a New York apartment whose kitchen is contained in, of all places, the living room. A full-page color photograph highlights gas range and gas refrigerator, decoratively placed.

Helen and David Herrmann first started talking about themselves in *House Beautiful* four years ago when David was a G.I. and Helen his bride. In ten pages illustrated with color in the August issue, Helen and

David tell all—the headaches, heartaches and ramifications of finding, decorating, and equipping a Greenwich Village apartment. The kitchen was a bleak-looking problem. Colored illustrations show what the young pair did to make it a happy efficient working unit with gas equipment.

"This is how I keep house," Mrs. Larry Powers of Chicago explains in the June issue of *McCall's*. Three pages of colored photos include a gas range and gas refrigerator with Mrs. Powers shown happily cooking and storing food for her family.

In a one-page article, the July edition of *Farm Journal* features a remodeled kitchen for a farm home in Washington County, Iowa. More working and cabinet space was

needed around the modern gas range as well as better planning. Photos show "before" and "after" the old kitchen was remodeled into an efficient working unit to save the farm wife miles of daily walking when cooking meals.

The editors of *House and Garden* point out in their July issue that "cooking heights" are important. Their argument is verified by photos of a custom-designed kitchen built around the gas range.

"Pamper The Little Woman," states *Woman's Home Companion* in its June issue. A four-page story of photos and captions illustrates how a fond husband can prepare a mighty good breakfast (cooked on a

gas range, of course) to help keep his spouse ever-loving.

A new modern gas range replaced the old one in a farm in Missouri when the kitchen was remodeled for more efficient operation, according to *Successful Farming* in the July issue. Plenty of working space was added in addition to space between the burners of the gas range.

Holland's August issue specifies gas for a water heater and for central and unit room heating in a house-plan feature story called "Friendly Informality." Blueprints and specifications are offered by the magazine for the ranch-style house.

You can have glamor in the kitchen along with practicality, says *Better Homes and Gardens* in the August issue, illustrating their point with open shelf space of gleaming chrome and glass blocks above the gas range. The shelves hold good-looking kitchen utensils.

A New Jersey housewife explains how she saved \$8 on her monthly food bill in a *Ladies Home Journal* feature in the August issue. She cooks with gas, the photograph tells us.

*Counter Points* is a new magazine published in Cleveland and sold to large buying chains, department and retail stores, which pass it on to their retail sales people. The July issue carries a three-page illustrated article called "Know the Facts About Gas Ranges." The lead points out, "A buyer with a gas range in mind wants facts. A seller with a gas range on hand gives facts—if the sale is to be made." There follows a list of selling points to help the sales person tell the customer everything she should know about modern gas ranges.

*American Builder* centers its main editorial features in the July issue around kitchens, kitchen planning, time and motion studies, adequate hot water, ventilation and appliances. New Freedom Gas Kitchen pictures and editorial comment emphasize the modernity and efficiency of all-gas kitchens. Photos of gas ranges are used for the ventilation feature, and in the hot water article adequate sizing is stressed with use of the gas industry's official sizing chart.

Many of these national magazines and others not mentioned in this brief resume use gas ranges and other gas equipment as photographic backgrounds when featuring various methods of cooking taste and discussing house heating and refrigeration.

In columns devoted to new products, domestic gas equipment is listed with accompanying catalogue pictures of the product in these and other publications read by the buying public.

## Atomic plant will open this December

THE first atomic energy plant able to make electric power—2,500 kw. or enough for a small village is expected to start running on Long Island in December, according to a spokesman for the Brookhaven National Laboratory of the Atomic Energy Commission.

## Columbia film tells story of natural gas

THE first commercial motion picture to tell a comprehensive story of the natural gas industry is now being readied for general distribution. Sponsor of the 30-minute documentary is The Columbia Gas System Inc., the largest natural gas distribution system in the world.

"Eternal Flame" is a 16 mm. full-color sound-on-film motion picture. It was planned at a time when Columbia in common with all natural gas companies was faced with the grim inevitability of gas shortages on peak load days in winter. Stuart M. Crocker, system president, and his two top executives, H. Edwin Olson, financial vice-president, and George S. Young, vice-president in charge of operations, assumed a broad view in outlining the policy under which the picture was produced.

"We don't want to sell anything with this film," Mr. Crocker pointed out. "We simply

want to tell as many customers as possible what the natural gas industry is all about."

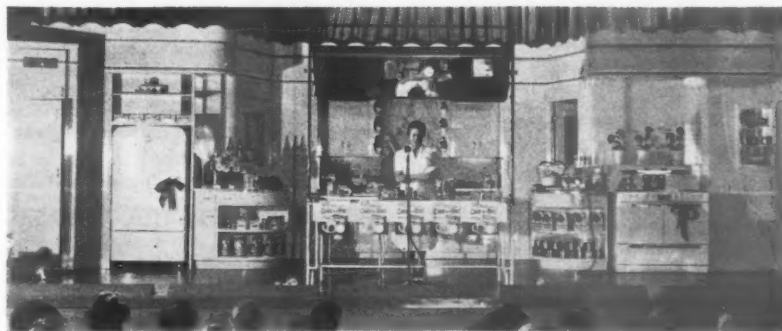
As a consequent the only credit to Columbia appears in the presentation and end titles. The story covers some of the history of the industry's development, some of the geology of natural gas, construction, distribution, and the underlying drama of dispatching.

The action opens in the Kanawah valley, W. Va., in the 1780's, then changes to modern times when "the mysterious fire of yesterday's burning spring is today's natural gas."

The film shows what is required to get the miracle flame to the housewife's gas range and many of the operation procedures that accompany emergency.

"Eternal Flame" was produced by Wilding Picture Productions and filmed on new commercial Kodachrome. The results are richly dramatic.

## Marian Manners shows gas cooking



Marian Manners, food editor, "Los Angeles Times," during all-gas cooking demonstration on stage designed and built by the kitchen planning department, Southern California Gas Co., in 1940 and remodeled since the war. Home service representatives are annual guests of Miss Manners on her weekly schools. While her "classroom" was being remodeled the gas company loaned her its auditorium

## 1,600-mile California pipeline proposed

PLANS to construct a huge 1,600-mile pipeline to bring up to 400 million cubic feet of natural gas daily to northern California from major fields in Texas and New Mexico have been disclosed by Pacific Gas & Electric Co., San Francisco, California.

Applications have been filed with the California Public Utilities Commission and the Federal Power Commission. Pacific Gas & Electric is dealing with El Paso Natural Gas Co., El Paso, Texas, in the gas transmission project which will cost the two companies in excess of \$145 million.

Under terms of a contract which the two companies have agreed to execute, the utility will receive 150 million cubic feet of gas a day through the line in 1951, 300 million cubic feet daily in 1952, and 350 million cubic feet daily beginning in 1953 and 1954, with a further increase possible. The 300 million cubic feet a day due in 1952 amounts

to more than half the present average load in the area.

In addition to increasing the company's gas supply, the program will help provide fuel for new steam-operated electric generating plants.

The El Paso Company will construct 628 miles of 30-inch line from the Permian Basin, and the San Juan Pipeline Co., an El Paso subsidiary, will build 449 miles of 26-inch line from the San Juan Basin. The two lines will connect at Needles on the California-Arizona border with the new 510-mile Pacific Gas & Electric line which will have a capacity of 400 million cubic feet a day. Nearly 200,000 tons of steel will go into the 510-section of pipeline.

Construction is scheduled to start soon after the necessary permits are obtained, with initial operation planned before January 1, 1951, depending upon availability of pipe.

# Personnel conference agenda announced

**A**N exceptional program designed to attract and hold the interest of executives responsible for industrial relations and personnel policies of the gas industry will be presented at the Third Annual Personnel Conference of the American Gas Association at the Palmer House, Chicago, November 18 and 19, 1948. The conference is jointly sponsored by the A. G. A. Personnel Committee, the Southwest Personnel Conference, the Midwest Personnel Conference, and the Great Lakes Personnel Conference. Numerous speakers of national repute will cover in specific terms the present day aspects of industrial and personnel relations.

L. A. Brandt, director of employee relations, The Peoples Gas Light and Coke Co., Chicago, will preside at the morning session on Thursday, November 18. R. J. Rutherford, vice-president, Worcester Gas Light Co., Worcester, Mass., as the first speaker will discuss the management hiring, training and promotion plan of his company. Mr. Rutherford needs no introduction to the gas industry. As a former field engineer and trade association executive, he brought wide experience to the Worcester company which he joined in his present capacity in 1936. Long active in A. G. A. affairs, he is presently serving as chairman, A. G. A. Committee on Domestic Gas Research.

The Application of Industrial Engineering Techniques to Collective Bargaining will be presented at this session by William Gomberg, management engineering department, International Ladies' Garment Union. Mr. Gomberg, who holds a Ph.D. from Columbia University, is renowned as an organizer and business agent in union fields. His experience includes activities in time study, incentive compensation and job evaluation, in a variety of industries.

Charles G. Simpson, Jr., industrial relations director, The Philadelphia Gas Works Co., will preside at the luncheon meeting on Thursday. He has as his guest speaker, James F. Oates, Jr., chairman, The Peoples Gas Light & Coke Co., Chicago. By his own designation a relative newcomer to the gas industry, Mr. Oates already has established an enviable reputation as an outstanding exponent of human relations in business and as a forceful and interesting speaker.

The afternoon session on Thursday will be under the leadership of Willard G. Wiegand, personnel director, Lone Star Gas Co., Dallas. The opening talk, "Friendship In Business" by W. H. Senyard, director of personnel, Louisiana Power & Light Co., New Orleans, will be a report on his company's recent survey of employee attitudes as translated into employee training. Mr. Senyard has served as chairman of the Southwest Personnel Conference and as a member of the A. G. A. Personnel Committee.

Donald S. Bittinger, personnel director, Washington Gas Light Co., Washington, D. C., and V. H. Luneborg, personnel manager, Arkansas Natural Gas Corp., Shreveport, La., have made separate studies of the rate and costs of absenteeism and other "fringe benefit" costs. Results of these in-

vestigations will be reported in a discussion on "What Price Employee Relations" by both these executives.

Vernon Myers, assistant to president, Sioux City Gas & Electric Co., Sioux City, Iowa, will preside at the morning session on Friday, November 19. "Comprehensive Health Services" is the title tentatively selected by Dr. Howard Lindberg, medical director, The Peoples Gas Light & Coke Co., Chicago, for the opening discussion on Friday morning. Heading an industry health and service program for more than 4,000 employees, Dr. Lindberg is splendidly qualified to speak on this subject.

Pension plans are of vital interest to all gas industry companies. Roland S. Child, associate manager, employee relations, Central Hudson Gas & Electric Corp., Pough-

keepsie, N. Y., will discuss "What the Personnel Executive Should Know About Pensions," from a background of 25 years as student and practitioner of retirement systems. Mr. Child has served as chairman of the A. G. A. Personnel Committee and at present is a member of that group.

Regional conference group luncheons and meetings will follow the adjournment of the Friday morning session. The Southwest Personnel Conference Group, the Midwest Personnel Conference Group and the Great Lakes Personnel Conference Group will hold concurrent luncheons at which mutual problems will be discussed. Conferences not affiliated with any of the three groups will be assigned to the luncheon meeting of their choice.

## Gas equipment utilized at Idlewild

**M**ANY of the benefits of gas service will be enjoyed by the New York International Airport at Idlewild, L. I., according to Carlton W. Roll, coordinator, new business department, The Brooklyn Union Gas Company.

The Brooklyn company has agreed to install and own all mains and gas distribution facilities within the airport, and mains have already been installed on all important runways as part of a loop distribution system,

construction of which will keep pace with the airport's development.

At least four of the foreign airlines which have leased space at the airport plan to use gas in their commissaries, and additional uses for gas equipment will include a gas-fired incinerator to burn up plants or vegetables brought in from foreign lands by passengers.

The first tangible gas load is estimated at four million cubic feet a year.

## Most accidents traced to mental inertia

**P**LANT accidents were linked to "uncontrolled thinking" by Clyde R. Powell, Lehigh Safety Shoe Co., in a recent address at The Brooklyn Union Gas Company's Greenpoint Works.

One of America's outstanding industrial psychologists, Mr. Powell stated that most employee accidents have been traced to em-

ployee error or failure rather than to mechanical failure.

"Quality and production are what we need—but at a price," he declared. "Every time you have an accident, everybody pays for it all along the line."

"It is possible to hypnotize yourself into unsafe habits . . . or consistent safe thinking," he added.

## Employee suggestions gain recognition

**R**EPRESENTATIVE of the increasing attention being directed to employee suggestions are two large awards which were presented recently to gas men in the New York area.

Jose Casal, production foreman in charge of the by-products section of the Hunts Point Plant, Consolidated Edison Co. of New York, Inc., received \$500 for suggesting a new method of operating ammonium-sulfate saturators.

George Wanner, Newark gas distribution department, Public Service Electric and Gas Co., received an award of \$100 for his suggestion covering improvements to a pipe-cutting machine. Mr. Wanner redesigned the driving mechanism so that the cutting machine will travel around a large-sized main on two endless chains, guaranteeing not only that the machine will not slip but also assuring a more accurate cut.

## Westchester Lighting gets rate increases

**R**ATE increases which are expected to add \$3,196,000 to revenues of Westchester Lighting Co., Mount Vernon, N. Y., have been granted the company by the state Pub-

lic Service Commission. The rates will remain in effect until June 30, 1949.

Company officials pointed out that even though the new gas rates may mean a 31.61



percent increase in revenue, at least 40 percent of the increase will be returned to local, state and Federal governments in increased taxes.

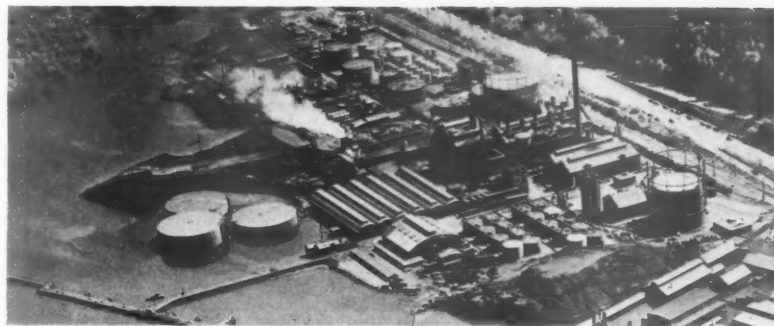
Edward P. Prezzano, company president, declared that this was the first increase in gas rates granted to the utility since 1921. He added that increased cost of coal and oil made the increase necessary.

Under the new rate schedules the cost of gas for cooking will rise 16.7 percent in the Yonkers and Mount Vernon areas, 14.4 percent in the New Rochelle district, and 11.4 percent in the remainder of the company's territory.

Gas used for space heating and water heating will rise from 30 to 68 percent.

Hearings have shown, according to the Commission, that the company, which services 156,000 customers in Westchester County, N. Y., has been operating its gas department at a loss.

## Flood fails to stop Portland Gas



Recent floods caused difficulties for Portland Gas & Coke Co., Portland, Ore. (see above), but did not keep the company from making gas and by-products. Several days after the flood when the Vancouver main went out with a large section of highway fill, gas service was restored in a couple of days by laying 7,000 feet of temporary main, 700 feet of which had to be laid under water as deep as 50 feet.

## Safety record

(Continued from page 10)

are trying to prevent from occurring or reoccurring.

The basis for all accident records is a full and complete accident report, resulting from a thorough investigation of the accident. This does not mean that no-injury accidents should be ignored just because there is no compensation report required. The alert plant manager will "ask his subordinates for the answers" in all accidents and then take the necessary steps to find and eliminate their causes.

Accidents involving injuries are recorded, summarized and analyzed in accordance with the "American Standard Method of Compiling Injury Rates" (Z-16 Code A.S.A.).

Safety training should be included in the induction procedure to insure that the new employee is given a complete understanding of the company's attitude toward safety. It is a serious mistake to provide an elaborate safety induction outline and then fail to follow through in actual practice at the plant.

In the public utility business the majority of serious injuries and fatalities occur to employees with 15 to 25 years' service records.

This is a sad demonstration of the old adage—"familiarity breeds contempt" for hazards. That is the reason we lose our "best men" and we will continue to lose them unless and until we start a program for re-educating them in the "facts of life" in a public utility plant.

A well-established principle of accident prevention is that it is more efficient and economical to provide for employee safety in the original plant design and layout. It is important therefore that design engineers have a thorough knowledge of the causes of accidents so that the necessary margin of safety can be engineered into the finished plant. In addition, it is highly important that all plans and specifications be reviewed by the safety engineer before such plans are finally approved. It is also essential that materials and equipment be purchased with safety in mind.

Safety is especially important now as we struggle with plans for plant expansion. The safety-minded executive has a wonderful opportunity to include safety in construction and design. We know that the drawing boards of the utility industry are covered with prints and plans of new buildings, new plants, new equipment, and improved methods of production. Production people must see to it that safety is made one of the primary considerations in these plans.

The safety committee is the most efficient method of collecting and dispensing accident prevention information, therefore, plant safety committees are a necessary part of the safety program.

These committees serve two purposes: the handling of questions of company policy, expense, revision of plant layout and design, and the discovery and correction of unsafe acts and unsafe conditions. Most successful safety programs include a top executive safety committee which sets the safety policy,

and supervisory committees at each level of supervision. These committees function best when the head of the department or bureau assumes the job of chairman and personally follows through on every recommendation.

Much of the work of putting these practices into effect falls on the shoulders of the people in the production, technical and chemical groups—the people who are responsible for the safe (efficient) operation of respective plants. Safety people should not and cannot lay out work schedules, operate machinery or generally speaking, produce and distribute gas. Safety people can and will serve in a special capacity as advisers and technical consultants, as specialists in accident and fire prevention, to help achieve the objective of having employees continue to produce and distribute gas without accidental injury and having operations show a comfortable margin of profit.

Finally, when we analyze the term "safety" we find more than just "security or freedom from danger." Safety means an attempt to prevent the occurrence of wholly unnecessary accidents whether they result in injury or not. It means an honest and intelligent effort to curb and minimize recklessness and carelessness. It stands for the establishment of order in place of chaos in all walks of life. It stands for the defeat of fatalism with its theme "accidents are bound to happen," by substituting intelligent and prudent thinking in place of such blind pagan reasoning. It is emblematic of an economic, patriotic and humanitarian work practiced by decent people everywhere.

## Minneapolis home service scholarship

A NOVEL plan has been worked out by Minneapolis Gas Company and approved by the University of Minnesota Board of Regents under which the gas company will offer a \$500 scholarship to the most eligible student in the home economics field.

Harry K. Wrench, president, Minneapolis Gas Co., has expressed the opinion that home service scholarships offered to University of Minnesota students would create definite interest in this important field. Recognition was taken of the fact that a well-staffed home service department creates a tremendous demand for college-trained home economists.

Everyone concerned, university professors, gas company personnel and students, is greatly interested in the scholarship idea.

To qualify, a student must be a junior or a third-quarter sophomore in the College of Home Economics; must be majoring in foods in business; be able to meet people, be poised, well-groomed, adaptable, and cooperative; and must have completed courses in food preparation, food managing and marketing, household equipment,\* and public speaking.

Scholarship winners will receive six months

\* Possible only after spring 1949, because this course is now in process of being organized.

of basic training in the gas company's home service department. Three of these will be summer months and the other three will be either fall or winter. Scholarship payments will be made in \$250 installments ten days before the beginning of each of the two quarters when the winner is working at the company.



H. K. Wrench

## New process roasts coffee at high speed

IN a coffee drinking country like the United States, coffee roasting is big business. The usual time required for roasting coffee in large quantities is 20-30 minutes and commercial roasters are of the batch type.

Alaska Pacific Salmon Co., Seattle, Wash., has recently had assigned to it U. S. Patent 2,443,620 which covers a high-speed continuous coffee roasting process, and equipment for

carrying it out. The claim is made that not only can coffee be roasted in three minutes or less in a continuous stream of beans, but that flavors and aroma are retained to a greater extent than when the slower, batch-type roasting methods are employed.

This process uses a combination of intense radiant heat and hot circulated gases, both of which are supplied by closely-controlled gas

burners. Since gas became a major factor in commercial coffee roasting some 25 years ago, the art has been advanced steadily by the introduction of new and ingenious processes. However, if this new process works out it will be the first time that commercial coffee roasting has been done in the remarkably fast time of three minutes or that it has been done with a continuous flow of beans.

## Pittsburgh group continues modernization

AS part of a 15-year improvement program under which all of its 70 salesrooms and offices will be remodeled or relocated, the Pittsburgh Group Companies of The Columbia Gas System, Inc. have opened new stores in Sewickley, Pa., Steubenville, Ohio, and Olean, New York.

The improvement program began last year

with complete remodeling of the Pittsburgh headquarters. A feature of the new offices in each city will be modern counters specially designed to facilitate customer service.

In charge of the modernization program for The Manufacturers Light & Heat Company is Gerald E. Wilson, superintendent of distribution.

## Research at work

(Continued from page 20)

country and illustrates conditions which exist frequently in both natural and manufactured gas areas. It analyzes and appraises the venting problem, particularly as it concerns space heaters, and discusses in detail many illustrated examples, with the object of pointing out why installations fail and what can be done to overcome these conditions.

Work on the project is continuing at Purdue in order to develop more reliable data on venting from which practice manuals can be devised. This first publication, though not a technical manual, contains the type of semi-technical information which it is believed will be most helpful to gas men, appliance manufacturers, dealers, installers, and service men in avoiding and remedying venting conditions which cause unsatisfactory service to customers and excessive service costs.

A limited supply of copies of the bulletin may be obtained from the American Gas Association at \$1.00 each. Purchasers within Greater New York City limits please add New York City sales tax when remitting with order.

## Consolidated Edison sets record in 1947

NEW evidence that demand for gas is increasing is set forth in the annual report of Consolidated Edison Company of New York, Inc.

Aptly titled "Con Edison Progress," the 1947 report indicates that the public used a record amount of electricity, gas and steam during the year. Through the year which concluded with a rigorous winter, 52 billion cubic feet of gas were supplied to consumers, more than in any previous 12 months.

The report notes that total wages, fuel and material costs were \$30,429,000 more than in 1946. The effect of these increased costs was that the record output of gas was distributed at a net loss of \$3,500,000.

The well-illustrated report shows how \$17,735,240 was set aside by the company to provide its employees with paid vacations, pensions, group insurance, medical care, and other fringe benefits.

## Cincinnati company adds new oil storage

CONSTRUCTION of a huge one million gallon steel oil tank at the East Gas Works of The Cincinnati Gas & Electric Co., Cincinnati, Ohio, has been announced by company officials.

The tank will be used in the manufacture of gas and will cost approximately \$65,000.

The project was started in June and was scheduled to be completed and filled with oil in July, according to Milton J. Pfeiffer, manager, gas production department. When completed it will be 60 feet in diameter and 40 feet high and will increase the company's oil storage facilities to four million gallons.

## Propane used in underground storage

IN a spectacular move to reinforce the natural gas supply of Michigan communities, the Michigan Gas Storage Co., a subsidiary of Consumers Power Co., Jackson, Mich., has begun injecting "trainloads of gas" into its Winterfield storage field.

Underground storage of propane gas, something new in the gas industry, is the most important of several steps taken by the two companies to offset shortages in pipeline deliveries of gas and thus avoid the necessity of interrupting service to industrial customers during the coming winter.

The first of a procession of 1,200 railroad tank cars bringing liquid propane from Texas began arriving recently at the company's new siding at Pennock. Cars are expected at the rate of 12 per day for a 100-day period ending October 15. Then there will be a six-week interval, after which three cars a day will come in throughout the winter.

A 30,000-gallon receiving tank and equipment for unloading the propane have been installed at the siding. The liquid propane is withdrawn into the receiving tank, then pumped four and a half miles to another 30,000-gallon tank at the company's Muskegon River Compressor Station in the Winterfield storage area.

To this point, the propane remains in liquid form. When it leaves the second receiving tank it is pumped through heat exchangers, where its temperature is raised to



Carloads of propane gas similar to those above will be mixed with heated natural gas and air then introduced into the regular stream of natural gas flowing into the Winterfield underground storage field

the vaporization point. Then it is pumped to a tower to be mixed with heated natural gas and air. In its liquid form the propane contains 2,526 heat units per cubic foot. The combination of natural gas and propane gas which leaves the mixing tower has the standard natural gas B.t.u. content—1,000 per cubic foot.

This mixture is introduced into the regular stream of natural gas flowing into the storage field through pipelines from the Hugoton field in Texas, Kansas, and Oklahoma. It then is carried under pressure into the underground formation of the field which consists

of a sandstone stratum from 1,300 to 1,400 feet below the surface. This sandstone is about 15 percent porous, and it is in the pore space that the gas is contained.

The 1,200 railroad tank cars in the original procession will bring 12 million gallons of liquid propane which will be converted into the equivalent of a billion cubic feet of natural gas. Tank cars arriving between December 1 and April 1 will bring the equivalent of an additional 300 million cubic feet.

The percentage of propane gas in the mixture delivered to the customer next winter will be small, never exceeding 15 percent.

## San Diego annual report wins silver anvil

A SILVER anvil trophy for outstanding achievement in the public relations field has been awarded to San Diego Gas & Electric Co., San Diego, Calif., by the American Public Relations Association in a contest conducted among industries all over the nation.

The trophy, which was accepted by Hance

H. Cleland, chairman of the board, is the association's top award and was presented for the utility's 1947 annual report which was judged "best in the nation" for its public relations value. Six other silver anvils were presented, but San Diego Gas & Electric was the only utility to receive an award and the only contest winner west of the Mis-

issippi River.

Also included in the company's presentation were exhibits of newspaper and magazine advertising, window displays, *News Meter*, *Dealer News*, a review of the company-sponsored radio program "Home on the Ranch," and a story of activities of the visual education department.

## Oakland gas plant facilities to be enlarged

A \$630,000 project for increasing the gas supply of Oakland, Calif., and the metropolitan East Bay area has been announced by William H. Park, East Bay division manager, Pacific Gas and Electric Company.

The company's Station "B" gas plant at the Oakland estuary will be enlarged to a manufacturing capacity of 43,200,000 cubic

feet per day, an increase of 26,400,000 cubic feet over present capacity.

The additional manufactured gas will be used to supplement the service of natural gas during periods of peak demand. The East Bay average daily consumption of gas in all categories of service last year was 140 million cubic feet.

## Per capita use of natural gas up

COAL is no longer the chief fuel for industry and the home according to a Department of Commerce announcement. The department said that on a per capita basis use of natural gas has increased almost 80 percent since 1939 and oil about 60 percent. Soft coal has increased 25 percent but hard coal consumption has declined 15 percent.

## Brooklyn supplement reviews operations

OPERATIONS of The Brooklyn Union Gas Company for 1947 are reviewed and other important business developments during the year are presented in a new supplement to the "Review of Operations 1932-1946."

The report also includes brief comments

on events of major interest between the end of 1947 and May 15, 1948—such as the utility's support of the application to bring natural gas to the New York area, and an analysis of the company's revenues and operating expenses.

## Olympics use LP-gas

THE Olympic flame which burned at Wembley Stadium, England, throughout the recent games burned not pitch as in the case of the ancient Greeks, but modern LP-gas. Two hundred cylinders of the gas were supplied to the Olympic officials by a British company.

## Bryant releases new water heater films

TWO new sound-slide films showing modern water heater production and features have been produced by Bryant Heater Co., Cleveland, Ohio, and are being shown by distributors to dealer groups all over the nation.

Featuring the firm's new Blue Seal automatic storage water heater, the slide films show how water heaters are made and how they operate. The audience is taken into the company's big plant at Tyler, Texas, in the

first picture, "A Water Heater Is Born." In the second film, "More Than Skin-Deep," a pleasantly told story portrays operational advantages of the water heater and stresses selling points.

Both films are available for purchase by utility companies, dealer organizations and association groups at nominal cost. The two 35 mm. sound-slide films, with one 16-inch, two-side 33 r.p.m. recording can be secured at a total cost of \$10 from the sales promotion department, Bryant Heater Co., 2034 East 22nd St., Cleveland, Ohio.

## Peak loads and public relations



### —so why doesn't Peoples Gas Relax?

THE odds against freezing weather in July are infinite. Naturally, when it's ninety in the shade, you don't use so much gas. In fact, as the accompanying chart shows, our residential and commercial customers use only about one-sixth as much gas as they do during the coldest weather.

But we can't just shut down most of our facilities and take things easy until fall. Even though your summer demands for gas are low, we must maintain, all year round, the facilities that are necessary to supply your maximum winter demands. Thus, operating costs stay up even though demands for gas fluctuate greatly throughout the year.

Even so, year-round maintenance of peak-load facilities is not our main problem today. Our main problem is getting and building additional facilities so we can meet your ever-increasing winter demands for gas.

DELIVERIES OF GAS TO RESIDENTIAL AND COMMERCIAL CUSTOMERS



Daily deliveries of gas, during last summer, averaged 22,000,000 cubic feet. In winter, due largely to the tremendous popularity of gas for heating, demand rises sharply. On last February 8, for example, when the temperature averaged nine degrees, we delivered 120,000,000 cubic feet. This is six times as much as average summer deliveries. Had the average temperature dropped only one more degree to zero, demand would have reached 120,000,000 c.f. ft.

Spring, Summer, Autumn, Winter—We're Pushing Our \$19,900,000 Program To Bring You More Gas

In season and out of season, here's what we're doing:

1. Obtaining greater supplies of gas from the Southwest.
2. Expanding our gas storage capacities.
3. Expanding our local distribution lines and facilities.
4. Drilling 125 new wells in Pennsylvania—many at great financial risk in previously untapped "wildcat" territory.

Work is going forward, summer and winter, as fast as critical shortages in pipe and equipment will permit. We'll keep you informed as progress is made.

### Why is this so difficult?

There is plenty of gas. Vast reserves in the Southwest will meet all needs for many years to come. New discoveries of important wells are being made constantly. The problem is one of transportation. Giant pipelines must be expanded or built to bring this abundance of gas across the country to you, to augment local supplies.

The fuel industry, like a lot of industries, was unable to expand as fast as it wanted to during the war. Since the end of the war—in the face of skyrocketing demands for

natural gas—materials and equipment have been so scarce that expansion of facilities and pipelines hasn't been able to move ahead fast enough.

That's why we've had to limit gas supplied to industry during cold weather, and restrict new gas heating installations in homes. That's why we can't relax during the low summer demand for gas. Instead, we're busy doing everything possible to obtain pipe and equipment that is required to provide the gas service you need in winter.

## THE PEOPLES NATURAL GAS COMPANY

PITTSBURGH'S PROSPERITY IS YOUR SECURITY

This eye-catching advertisement shows one effective method of bringing to public attention the large expenditures of time, money and effort which the gas industry is making in order to meet peak loads.

## Data on inert gases

AN informative booklet on the mechanics and economics of producing inert gases at the industrial user's plant has been published by The C. M. Kemp Manufacturing Co., Baltimore, Maryland. The text treats such matters as: how the generators work; costs of production; the chemistry of inert gases; and desiccation, compression and nitrogen generation.

## Commercial film

(Continued from page 13)

graphic test Berkeley indicates that he understands the lessons The Flame has been trying to put across on the proper handling of cooking equipment and will put them into practice. Now that he has done his good deed, The Flame leaves Berkeley glowing with pride in his new restaurant, and the picture fades out.

"Where Food Is Finest" was produced under the supervision of Film Counselors. Lewis Sound Films were the producers with William Nelson directing. Shooting took place at 11 locations. Location shots in hotels and restaurants were taken while the establishments were in operation in order to get a realistic effect.

The film will be distributed by A. G. A. through the Industrial and Commercial Gas Section. Inquiries or requests for prints should be addressed to John J. Bourke, director, Commercial Gas Cooking Promotion, A. G. A. Headquarters, 420 Lexington Avenue, New York 17, N. Y. Copies of the film are free on a loan basis with a small handling and shipping charge. Copies may be purchased at cost which will be approximately \$100.



## Two Brooklyn Union executives move up

**JOHN E. HEYKE, JR.**, assistant vice-president in charge of personnel and labor relations, The Brooklyn Union Gas Co., has been elected to the position of vice-president. Announcement has also been made of the election of **William B. Hewson**, manager of the publicity and advertising department, to the position of assistant vice-president.

Mr. Heyke is a member of the Personnel Committee, American Gas Association. A graduate in industrial engineering and administration from Sheffield Scientific School, Yale University, he joined the company in 1933 as a cadet engineer. The following year he became a floor salesman and later a district representative in the new business department. Other positions he has held are: supervisor in the house heating division, as-

sistant personnel director, and in December 1945, assistant vice-president.

Mr. Hewson has been very active in A. G. A. publicity and advertising activities and is currently a member, A. G. A. Domestic Gas Copy Committee. He became associated with the Brooklyn company as cadet engineer in 1933 and has served in turn as a clerk in the treasury department, assistant to the retail sales supervisor, a district representative, district house heating supervisor, supervisor of the house heating division, and retail sales supervisor of the new business department.

Mr. Hewson's other industry activities include past chairmanship of The Metropolitan Gas Heating and Air Conditioning Council and the A. G. A. New York-New Jersey



J. E. Heyke, Jr.



W. B. Hewson

Regional Gas Sales Council. He is currently second vice-president, Public Utilities Advertising Association. He will direct the work of the personnel and the publicity and advertising departments.

## Personal and otherwise

### Tolbert to superintend Lone Star lines

**APPOINTMENT** of Luther Tolbert as superintendent of pipelines, Lone Star Gas Co., Dallas, Texas, has been announced by Julian L. Foster, general superintendent, transmission division. Mr. Tolbert succeeds R. Vandercook who resigned recently.

In his new position, Mr. Tolbert will be in charge of construction, maintenance, and repairs of the company's 5,262-mile pipeline network in Texas and Oklahoma. He will be succeeded as assistant superintendent of pipe-

lines by J. N. Carpenter, who was transferred to Dallas from Ranger, Texas, where he served as foreman of one of the largest pipeline districts in the Lone Star territory.

Mr. Tolbert joined the company in 1920 as an assistant pipeline foreman. He served as district foreman at Mineral Wells and at Joshua until 1927 when he became assistant pipeline superintendent in charge of construction and general pipeline operations.

### Hansell appointed South Atlantic official

**HAYWOOD S. HANSELL, JR.** (Brigadier General, U.S.A. Retired) has been named a director and first vice-president, South Atlantic Gas Co., Savannah, Ga., according to an announcement by Hansell Hillyer, president and general manager.

Mr. Hansell, who joined the company several months ago after serving as executive vice-president of Peruvian International Airways, replaces as first vice-president, Hansell Hillyer, Jr., New Orleans, who resigned the post because of the pressure of his legal duties

in New Orleans. Hansell Hillyer, Jr., retains his post as a member of the board of directors and also his place on the executive committee.

Mr. Hansell will assist the president in the administration of the company's properties in both Georgia and Florida.

### Two elected at Consolidated Edison



J. H. Aiken



C. B. Delafield

**JOHN H. AIKEN**, Norwalk, Conn., has been elected a vice-president, Consolidated Edison Co. of New York, Inc., and will be in charge of the company's purchasing and stores, fuel and commercial buildings departments.

**Charles B. Delafield**, Syosset, L. I., was elected an assistant vice-president, public relations, by the board. Mr. Delafield is an assistant to President Ralph H. Tapscoff and will retain that title.

Mr. Aiken joined United Electric Light and Power Co., a predecessor of Consolidated Edison, in 1922, as a statistician. He became treasurer of the New York Edison Co., another predecessor, in 1934 and was made general commercial manager of Consolidated Edison in 1936. He received the title of assistant vice-president in 1938.

Mr. Delafield joined Consolidated Edison in 1946 as assistant to President Tapscoff. Earlier he was engaged in financial work and was associated with Kidder, Peabody and Company. He joined Illinois Power Company as assistant to the president in 1942 and later became a vice-president. Mr. Delafield is a member of the American Gas Association.

### Columbus honors Weaver



**C. I. Weaver** (right), president, The Ohio Fuel Gas Co., is shown receiving a certificate of honorary membership in the Columbus, Ohio junior chamber of commerce, in recognition of that group's choice of Mr. Weaver as "the man of the year" in Columbus

## Pittsburgh group personnel promoted

SEVERAL changes among supervisory personnel of the associated natural gas companies comprising the Pittsburgh Group of The Columbia Gas System, Inc., have been announced by Irving K. Peck, vice-president and general manager.

James E. Coleman, assistant sales manager since June 1945, has been named assistant purchasing agent of the Pittsburgh Group. Mr. Coleman was an industrial gas and power

engineer for Northern Indiana Public Service Co., Hammond, Ind., from 1925 to 1937, following which he joined The Manufacturers Light and Heat Company as an industrial engineer.

O. O. Todd, a local manager for The Manufacturers Light and Heat Co., has replaced Mr. Coleman as assistant sales manager in charge of the industrial sales division for the group.

Ira D. Findley, industrial engineer, has been appointed local manager replacing Mr. Todd with headquarters at Beaver Falls.

J. N. Kennedy, industrial engineer in the East Liverpool, Ohio area, has replaced Mr. Findley.

Mr. Peck also announced the appointment of F. S. Thomas as assistant sales manager in charge of the appliance sales division of the Pittsburgh Group.

## Bieber to direct Ohio Fuel Gas new sales



J. A. Bieber

JOHN A. BIEBER has been named new sales manager, The Ohio Fuel Gas Co., according to W. N. Grinstead, vice-president and treasurer. Mr. Bieber succeeds R. J. Miller who has resigned to become associated with Clayton & Lambert Manufacturing Co., Louisville, Kentucky.

Announcement was also made that the sales department has been placed under the supervision of J. E. Humphreys, business promotion manager, who also directs the advertising, publicity, home service, and dealer promotion departments.

Franklin T. Rainey, general sales manager, has been named to a new position as assistant to the president, in charge of gas sales to industries and to other utilities purchasing gas wholesale from Ohio Fuel Gas.



F. T. Rainey

Mr. Bieber has served with the gas company for fourteen and a half years and has been sales manager in the Elyria and Cambridge Districts.

Mr. Rainey is a former chairman of the Industrial Gas Section, American Gas Association. Mr. Bieber and Mr. Humphreys are active in the A.G.A. Residential Gas Section, and Mr. Miller was formerly active in the Section.



J. E. Humphreys

## Rheem announces new vice-presidents

APPOINTMENT of Clifford V. Coons as vice-president in charge of sales and G. M. Greenwood as vice-president and treasurer, Rheem Manufacturing Co., has been announced by R. S. Rheem, president.

Joining the company in 1934 as a timekeeper at the Richmond, Calif., plant, Mr. Coons became manager of the Houston, Texas plant in 1939. In 1941 he went to New York as manager of container sales and since 1945 has been general manager of sales. He will continue to make his headquarters in New York.

Mr. Greenwood joined the firm in 1941 as treasurer and was made a director later that year. He will continue in the San Francisco offices.

## Cooper heads Glenwood Range Company

ELECTION of W. L. Cooper as president and general manager, Glenwood Range Co., Taunton, Mass., has been announced by Robert M. Leach, chairman of the board.

An important figure in the range business for the last 20 years, Mr. Cooper has been with the company since January and was elected vice-president and general manager in March.

Previously he had been associated with The Florence Stove Company for more than 20 years as a director and vice-president in charge of production and handling special sales.

Malcolm Leach, formerly Glenwood president, will continue his active work with the company and will be assistant to Mr. Cooper as first vice-president.

## Southern California advances McCanlies

F. A. MCCANLIES, Glendale district agent, Southern California Gas Co., has moved to the Los Angeles office to take over the new duties of assistant to the vice-president, according to an announcement by F. M. Banks, vice-president.

In his new capacity, Mr. McCanlies will assist in dealing with special public relations activities and problems concerning the com-

pany's relationship with civic and community organizations. He will coordinate company participation in civic betterment organizations, fund raising campaigns and other activities both in the metropolitan area and in outlying towns and communities.

He joined Southern California Gas Company in 1930 and is currently a member of the American Gas Association.

## Citizens Gas and Coke advances Peabody

ELLIOTT G. PEABODY, sales manager, Citizens Gas and Coke Utility, Indianapolis, Ind., since 1938, has been appointed assistant to the general manager.

He was born in Rowley, Mass., and graduated from Massachusetts Institute of Technology in 1921. Mr. Peabody then joined Stone and Webster, industrial consultants, and served for 17 years in various engineer-

ing capacities at Haverhill and Fall River, Mass., Baton Rouge, La., and Muncie, Ind., where he was sales manager, Central Indiana Gas Company. He is a member of the American Gas Association.



E. G. Peabody

## Goodman resigns

LYLE A. GOODMAN, sales manager, Lincoln Brass Works, Inc., Detroit, resigned July 15 to further personal plans and interests which he will announce later.

## Davis resigns from Birmingham Gas Co.

**C**HARLES R. DAVIS has resigned as vice-president, Birmingham Gas Co., Birmingham, Ala., and moved to New York City where he has accepted a position as gas sales engineer with Ebasco Services, Inc., a subsidiary of Electric Bond and Share Company.

Mr. Davis has been vice-president of Birmingham Gas Company since 1939. Prior to that time he was associated with Gulf Natural Gas Corp., Houma, La., as vice-president; Bangor Gas Co., Bangor, Me., as vice-president and general manager; Savannah Gas Co., Savannah, Ga., as engineer and manager;

U. G. I. Contracting Company and United Gas Improvement Co., both Philadelphia.

He is a graduate of the University of Pennsylvania with a B.S. Degree in chemical engineering and is also a member of the American Gas Association.



C. R. Davis

## Horr made Laclede purchasing agent

**F**A. HARR, superintendent of water gas manufacturing, The Laclede Gas Light Co., St. Louis, Mo., has succeeded G. H. Curry as purchasing agent of the company. Mr. Curry has retired due to ill health.

Mr. Curry joined Laclede in 1903 as an employee in the store room and in 1915 was

promoted to the purchasing department.

Mr. Horr first was employed by Laclede in August 1913. Before becoming superintendent of water gas manufacturing, he served as superintendent of Station B and later superintendent of the stores department. He is a member of the American Gas Association.

## Manufacturers Light and Heat changes

**A**DDITIONAL responsibilities placed upon executives of The Manufacturers Light and Heat Co., Pittsburgh, Pa., have been announced by Charles E. Bennett, president.

John C. Peterson, secretary since April 1946, has assumed the additional duties of vice-president and general counsel.

C. F. Waterman, assistant treasurer since

May 1947, now has the title of assistant secretary and assistant treasurer.

J. W. Liebegott, assistant treasurer since July 1925, has been given the additional responsibility of assistant secretary.

C. H. Goetz, since November 1946 manager of the general accounting department, has been elected an assistant treasurer.

## Haines appointed to Chicago post

**K**ENNETH J. HAINES, advertising and publicity manager, Northern Indiana Public Service Co., Gary, Ind., for the past eight years, has been appointed vice-president, Homer J. Buckley and Associates, Inc., Chicago advertising agency.

He was formerly in charge of advertising and sales promotion for Illinois Northern Utilities Co., a director of the Public Utilities Advertising Association and a member of the Public Relations Society of America.

## Philadelphia Electric appoints Gaty

**L**EWIS R. GATY has been named manager of the engineering department, Philadelphia Electric Co., Philadelphia, Pa., succeeding K. M. Irwin who was elected recently vice-president in charge of engineering.

A graduate of Cornell University, Mr.

Gaty has been identified with the utility industry since 1923, having served previously with Pennsylvania Power and Light Company and Sioux City Gas & Electric Co., Sioux City, Iowa. He is president of the company's employees' association.

## Schram joins water heater company

**W**ALDO W. SCHRAM has been appointed assistant marketing director, water heater division, A. O. Smith Corp., with headquarters in Kankakee, Illinois.

A veteran of the home appliance sales field, Mr. Schram for many years worked with

Northern Indiana Public Service Company at Hammond. He advanced through various supervisory positions to become merchandise sales manager, which position he held for 11 years. He was graduated as a mechanical engineer from Purdue University.

## Two Connecticut executives move up

**A**PPPOINTMENT of Paul V. Hayden as industrial manager, The Connecticut Light and Power Co., and Robert M. Keeney as rate engineer, has been announced by A. V. S. Lindsley, vice-president in charge of sales.

Mr. Hayden, formerly attached to the company's sales staff as engineer for special assignments, will be responsible for planning industrial, commercial, and community development. He is currently serving his second term with Connecticut's State Development Commission, of which he is a charter member.

Mr. Keeney, former industrial manager, will take over all rate assignments of the company. He is a member of the American Gas Association.

## Kemp representative

**T**HE C. M. Kemp Manufacturing Co., Baltimore, Md., has announced the retirement of E. B. Parsons as its San Francisco area representative.

Mr. Parsons has been the firm's representative for 30 years. He is to be succeeded by E. A. Wilcox Co., engineers, San Francisco, with a branch office in Seattle.

## Oates gets new honor

**J**AMES F. OATES, JR., chairman, The Peoples Gas Light and Coke Co., Chicago, Ill., has been elected a director, Great Northern Railway Co., for a term expiring in 1951.

## Caloric appoints Hill

**W**ILLIAM Y. HILL has been appointed by Caloric Stove Corp., Philadelphia, as district representative in the Washington, D. C. marketing area comprising part of Virginia and Maryland in addition to the national capital. Mr. Hill is a veteran in the gas range field.

## Leaumont promoted at Southern Heater



W. J. Leaumont

**W**ALTER J. LEAUMONT, sales manager, Southern Heater Co., was elected a vice-president at a recent board meeting.

Mr. Leaumont has been connected with the company for more than 13 years and is responsible for the growth of its heating department. He is well known in the

New Orleans area where for 12 years Southern Heater has been distributor for the Bryant line of gas heating equipment.

## Dealer training

(Continued from page 27)

more or less all the time—whether it's himself, a service, or his company. Principles developed in the course are so basic that they can be applied to practically any selling job—one of the supervisors taking the course used its methods to sell memberships in the local Chamber of Commerce.

As a result of this enthusiastic reception, it was decided to offer the same course to our dealer salesmen. This decision was also motivated by the fact that our thinking was shifting more and more away from direct selling to expanded dealer cooperation.

We made a canvas of our dealers in the Rockford Division with the intention of holding the first class to about 50 and limiting the enrollment to one man from each dealer. Quite unexpectedly we found difficulty in filling our enrollment under condition. A number of the smaller dealers, especially, did not want to take the time to secure this training. They were still finding selling so easy that the value of training was not

very evident. After some coaxing, we were able to fill the pilot course. Incidentally, this probably will not be a problem in the future, as the dealers are entering a selling condition where they recognize the value of additional training.

The class was held on a Thursday night which had been selected by the dealers and results were even more striking than in the case of our own employees. These men and women were all engaged in competitive selling and they could see the advantages of the course and apply it in their regular day-to-day work. At the end of the first lesson we were besieged with pleas to take on additional enrollees.

We had considerable discussion regarding how the \$10 charge per enrollment should be financed. Some were for giving the course to the dealer's salesmen free and others felt the salesmen should pay the entire amount because of the valuable materials they received in addition to the instruction. As a compromise, it was decided to bill the \$10 charge and refund \$5 to each individual who attended five out of the six lessons. It is gratifying to report

that no one was forced to pay \$10. This is in spite of the fact that at the time we had considerable competition. Our local home show followed the end of this course by two weeks and a number of dealers were engaged in preparing for it. Also, a regional dealer's meeting fell during this period and several persons attending the training course were on the program.

The uniformly favorable dealer reaction is illustrated by the following quotations taken from letters we received in appreciation of the course:

"I am still new in the selling game, having had only one and a half years' experience, and have a lot to learn to become a successful salesman. The 'Residential Gas Salesmanship Course' helped a great deal to put more confidence in me in selling our merchandise."

"The course appears to be the result of considerable research and by some process of elimination, has succeeded in presenting the real fundamentals in a very simple and impressive manner and without specially trained leaders."

"However, I think I derived the most help from the unit of the course entitled—'Show and Explain'—I feel I will be better able to handle sales problems as they arise by the help this course has given me."

"I count the time I spent in attending the six lessons in 'Residential Gas Salesmanship' a good step toward the future I have before me."

The course's effectiveness as a tool in producing more sales is impossible to evaluate, but in the opinion of those who took it and are now using it, the results are paying off. We can say with authority that the course is paying off too as a dealer cooperation tool.

In the future we intend to offer "Residential Gas Salesmanship" to additional groups and will continue to follow the method of instruction outlined in the instructor's guide with the following exceptions:

We believe lessons should be expanded to two hours instead of the suggested one and that the expanded time should be filled with actual assigned selling demonstrations by members of the class.

We also believe that those interested in training their own salesmen should give this course as a primer to all beginners, followed by actual field training with a supervisor who has thoroughly mastered the principles of selling.

## New Yorker arrested for gas bill theft

FEDERAL arrest of Charles T. Fox, an unemployed resident of the Flanders Hotel, 133 West 47 St., New York City, on a charge of stealing gas and electric bills from the mails and then representing himself as

a bill collector to demand payment, was reported recently in *The New York Times*.

Assistant U. S. Attorney Herbert I. Sorin declared that Fox secured several hundred dollars monthly through his scheme.

## Michigan Consolidated mails voting aid

SOMETHING new in the way of employee aids is a four-by-six inch booklet entitled "1948 Election Year Helps," which has been mailed to its employees by Michigan Consolidated Gas Co., Detroit. Copies were also sent to persons on the utility's house organ mailing list.

A brief preface to "1948 Election Year Helps" declares that "The important issue is not for whom, how, or where we vote but rather that we DO VOTE. Only 54 percent of the eligible voters exercised their voting rights in the last presidential campaign."

## Employee publication developments charted

THE fact that employee publications throughout the United States and Canada have reached an all-time high of some 5,300 gives added significance to a new report "Contents of 399 Employee Magazines" just issued by the Policyholders Service Bureau, Metropolitan Life Insurance Company.

As its title implies, the report is an analysis of the contents of 399 employee magazines published by American and Canadian companies. An earlier study of the contents of 325 employee magazines was published in

1942. One of the features of the new report is a contrast in the contents of employee magazines five years ago with the material used today.

While the study was prepared primarily for Metropolitan Group policyholder companies, there is a limited extra supply available. Executives may obtain copies of the publication by writing on their business stationery to the Policyholders Service Bureau, Metropolitan Life Insurance Co., 1 Madison Ave., New York 10, N. Y.



# Canadian gas men elect MacKenzie

MORE than 300 listed delegates from the United States and Canada attended the forty-first annual meeting of the Canadian Gas Association held in the scenic splendor of Jasper Park, Alberta, July, 1-3, 1948.

Alexander MacKenzie, sales manager, General Steel Wares Limited, Toronto, was elected president of the association to succeed F. A. Brownie, general manager, Canadian Western Natural Gas Co., Ltd., Calgary, Alberta. Charles Seiger, sales manager, United Gas and Fuel Company of Hamilton, Ltd., was elected first vice-president, and Hugh G. Smith, secretary, Consumers' Gas Co. of Toronto, was made second vice-president.

Before a full-wall mural depicting life on the western prairies on which was superimposed a life-size picture of the association's president, Mr. Brownie welcomed the delegates and guests with a friendly "howdy pard." R. C. McPherson, Edmonton, was chairman of the program committee. Speakers included G. M. Blackstock, chairman, Board of Public Utility Commissioners, and chairman, Natural Gas Utilities Board, Province of Alberta, Edmonton, on "Administrative



F. A. Brownie (left), president, Canadian Gas Association, congratulating Alexander MacKenzie, incoming president. Looking on are Hugh G. Smith, elected second vice-president, and George W. Allen, secretary

Boards and Their Function;" H. R. Milner, president, Canadian Western Natural Gas, Light, Heat & Power Co., Ltd., Calgary, on "The Gas Situation in Alberta."

"Raising Our Sights in the Gas Industry in British Columbia" was discussed by E. H. Rohrer, manager, gas division, British Columbia Electric Railway Co., Ltd., Vancouver. Kenneth W. Stookey, president, The Gas Machinery Co., Cleveland, Ohio, discussed "Manufacture of Oil Gases for Fuels."

Distribution costs and practices were discussed in two papers by K. B. Anderson, engineer of operations, Coast Counties Gas and Electric Co., Santa Cruz, Calif., and J. D. von Maur, consulting engineer, The Consumers' Gas Co. of Toronto, Ontario.

Features of the sales program were a discussion on "Free Service—A Problem of Control" by C. A. Renz, manager of customer service, Southern California Gas Co., Los Angeles, Calif.; "Sales and Promotion Pro-

grams" by H. N. Waters, general sales manager, B. C. Electric Railway Co., Ltd., and "Let's Look at Home Service" by Jessie McQueen, home service counsellor, American Gas Association.

Awards of the association's meritorious service medals and certificates were made at the banquet to Roy W. Dorr and Clement Ballance, gas division, British Columbia Electric Railway Co., Ltd., who had risked their lives to save others in a plant explosion at Vancouver last fall. The presentations were made by the chairman of the awards committee, Edward J. Tucker, The Consumers' Gas Co. of Toronto.

In a traditional gesture during the banquet, Mr. Brownie handed to Mr. MacKenzie, his successor as president, the silver salver which was presented to the Canadian Gas Association in 1933 as a perpetual memorial of the visit of engineer members of the Institution of Gas Engineers of Great Britain.

## Associated organization activities

## Stampedeers flock to gas exhibit



Sign prominent at stampede

APPROXIMATELY 90 percent of the 377,000 persons who visited the world famous Calgary Exhibition and Stampede July 5-10 were attracted to the novel display sponsored by the Canadian Western Natural Gas Co., Ltd., Calgary.

During past years the company has utilized its display space to show American and Canadian gas appliances available in the territory with retail dealers performing the merchandising. This year, due to governmental import bans on American goods,

the company turned to a different approach.

An attractive gas company reception center was installed with 125 chairs for visitors, an organ operated by a company employee, Canadian gas ranges and a background of a New Freedom Gas Kitchen with an automatic laundry dryer, washing machine and breakfast nook incorporated. Home service attendants were present each day of the show.

Publicity for the center was developed through newspapers, billboards and radio broadcasts. The public was told that the gas reception center could be used as a meeting place at the center of the exhibition with good music readily available. A customer service man was in constant attendance with a microphone used to page visitors' friends to the reception center. With its theme "Rest and Relax" the center was crowded with visitors at all times.



Gas company center at Calgary Stampede

## Mid-West gas conference announced

**P**RELIMINARY plans for the twenty-fifth gas school and conference of the Mid-West Gas Association have been announced by Arnold C. Rathkey, Iowa Public Service Co., Waterloo, Iowa, president of the association. A two-day conference will be held at Iowa State College, Ames, September 13 and 14 with an inspection trip the following day,

probably to Northern Natural Gas Company's compressor station at Ogden, Iowa.

Lester J. Eck, Minneapolis Gas Light Co., first vice-president of the association, will be general conference chairman, and D. J. Reimers, Minnesota Valley Natural Gas Co., St. Peter, Minn., newly elected second vice-president, will be program chairman.

Distribution, utilization, production and metering subjects will be presented at three general sessions Monday morning and afternoon and Tuesday morning, with sectional meetings planned on Tuesday afternoon for round-table discussions. The traditional banquet will be held at the Sheldon-Mason Hotel, Tuesday evening, September 14.

## Wisconsin views gas industry growth

**H**UGE crowds attending the Wisconsin Centennial Exposition in Milwaukee, August 7-29, found the gas exhibit a focal point of unusual interest.

Development of the manufactured gas industry from the first Wisconsin gas plant in Milwaukee in 1852 to its present state of preparation for the introduction of natural

gas from the Hugoton field in Texas was shown in an interesting manner. Maps spotted the introduction of manufactured gas by decades in 118 communities.

A look into the future of low-cost gas service was provided by a display of the construction of 1,069 miles of natural gas pipeline. A map pointed out cities which

will receive natural gas from the Hugoton field. Also on display were some of the old wooden pipes which formerly carried gas to points of use.

The elaborate electric, gas, telephone, and transportation exhibits were placed adjacent to one another under a general banner "Life Lines of Industry."

## Pacific Coast convention at hand

**F**OUR general sessions and an interesting program have been arranged for the fifty-fifth annual convention of the Pacific Coast Gas Association in Santa Cruz, Calif., September 14-16.

L. Harold Anderson, Pacific Gas and Electric Co., San Francisco, Calif., and his program committee have planned a schedule for Tuesday afternoon and Wednesday morning which will include the president's address by

A. H. Sutton, Mission Appliance Corp., Los Angeles, Calif., election of new officers, and talks by leaders of the American Gas Association and Gas Appliance Manufacturers Association.

Among the outstanding subjects listed for discussion at the Wednesday afternoon and Thursday morning meetings are: "The Training of Distribution Department Employees," "The Human Factor in Business," "Forward

Planning for California Utilities," "The Gas Industry in the Pacific Northwest," "Claims and Public Relations," "Steel for the West," and "The Liquefied Petroleum Gas Industry."



A. H. Sutton

## Wisconsin group to meet in November

**A**DVISORY committees of the technical and commercial divisions, electric and gas sections, Wisconsin Utilities Association, have agreed to hold a combination convention at the Pfister Hotel in Milwaukee, November 1-3.

Tentative plans call for technical sessions

on November 1 and 2 and commercial sessions, November 2 and 3, with a possible joint session November 2. No formal exhibit space will be provided but associated members may display their products if they so desire.

## I. N. G. A. schedules October meeting

**T**HE annual meeting of the Independent Natural Gas Association of America, Joseph Bowes, Oklahoma Natural Gas Co., president, will be held at the Mayo Hotel in Tulsa, Okla., on October 26.

A comprehensive program has been planned featuring addresses by outstanding gas industry leaders. Reservations should be made through D. W. Reeves, Oklahoma Natural Gas Co., Tulsa.

## Michigan gas men elect Weigele

**T**W. WEIGELE, vice-president and gas engineer, Michigan Consolidated Gas Co., Detroit, Mich., was elected president of the Michigan Gas Association during a two-day meeting with the Michigan Electric Light As-

sociation, July 12 and 13, at Mackinac Island.

Mr. Weigele succeeds as president M. W. Arthur, Consumers Power Co., Jackson, Mich., who presided at the meeting of the gas group.

## Residential sessions

(Continued from page 26)

J. J. Quinn, vice-president, Boston Consolidated Gas Co., Boston, Mass., who as chairman, A. G. A. National Advertising Committee, has supervised the nationwide Gas Has Got It advertising drive, will show some of the many gains which Gas Has Got It offers the dealer.

Mr. Quinn has served as chairman of many of the Association's committees and is a past-president of the New England Gas Association and the New England Guild of Gas Managers. He is well-qualified to show how the gas industry's national advertising drive is creating public acceptance of modern gas appliances and educating customers to come to dealers' stores.

A luncheon of the Section's Managing Committee is scheduled for the Ritz-Carlton Hotel, October 5, at 12:30 P.M.



## Robert A. Crawford

a consultant and former vice-president and general manager, Lone Star Gas Co., Dallas, Texas, died June 27 following a heart attack at Wichita Falls, Texas.

Mr. and Mrs. Crawford, accompanied by their grandson, Richard Crawford Bower, were en route from their home in Dallas to Seattle, Wash., when Mr. Crawford became ill. His other survivor is a daughter, Mrs. Scott Bower, Jr., Dallas.

Mr. Crawford resigned as Lone Star vice-president in 1941 and had served since that time as a consultant. He had been connected with the company since March 1921.

The Crawford name long has been identified with the natural gas industry as well as with Lone Star. The late George W. Crawford, an uncle of Robert Crawford, was a founder of the company and chairman of the board at his death.

Robert A. Crawford was born in Oil City, Pa., son of J. B. Crawford, a leader in the natural gas industry in that city. He attended school at Kiskiminetas, Pa., and the University of Pennsylvania.

In 1901 he began his career as an office boy for the Oil City Field Supply Co., and later spent vacations learning every phase of the industry. He acquired an interest in the Oblong Gas Co., Palestine, Ill., in 1912, and following that moved to Wichita, Kan., where he held oil and gas properties for four years. From Kansas he moved to Dallas and joined Lone Star Gas Company.

## C. E. Groesbeck

retired chairman the board, Electric Bond and Share Co., died at his home in La Jolla, Calif., August 21.

Mr. Groesbeck relinquished the board chairmanship of the company in 1944 to Curtis E. Calder and became chairman of the executive committee. He retired from this position in 1946, but remained as a director and consultant.

He first joined Electric Bond and Share in 1914 as general manager, Utah Power & Light Co., a subsidiary.

## Walter S. Campbell

purchasing agent, Indiana Gas & Water Co., Inc., Indianapolis, Ind., died at the Methodist Hospital July 18 following a brief illness.

Born in Alpena, Mich., he attended public schools there and received his Ph. B. Degree from the University of Chicago. In 1924, he received his L.L.B. Degree from the Chicago Law School.

A veteran of both world wars, Mr. Campbell was awarded the Legion of Merit in connection with the invasion of Guam. He had been associated with the public utility in-

dustry in Indiana since 1924, when he was first employed as purchasing agent, former Interstate Public Service Company. He later served with various successor companies, and upon return from the Marine Corps in 1945, joined Indiana Gas & Water Co., Inc., as purchasing agent.

## Dewitt Clinton Weeks

staff assistant of the process engineering department, Consolidated Edison Co. of New York, Inc., died August 15 in Brooklyn.

Mr. Weeks specialized in technical problems of smoke reduction. A graduate of the University of California, he joined The Brooklyn Union Gas Company in 1917, and

later became chief chemist and a test engineer for the Brooklyn Edison Company. He transferred to Consolidated Edison in 1938.

He formerly was secretary and chairman of the fuels division, American Society of Mechanical Engineers, and had served on many committees of the Smoke Prevention Association of America.

## Willie L. Watts

assistant gas distribution superintendent, Gulf States Utilities Co., Baton Rouge, La., died recently at his home in Baton Rouge. Mr. Watts was 51 years old and had served with the Gulf States Utilities Company since May 1922.

## Laboratory expansion

*(Continued from page 7)*

ments and alterations, and their recognized right to privacy while working was seriously impaired. At Los Angeles manufacturers at present have but one 14 by 14 foot room to use although many more adequately equipped rooms are needed. The Managing Committee noted that the permanent reduction of such facilities would work a hardship on many manufacturers.

The first step toward expansion of testing facilities was taken two years ago with the opening of a new research center adjoining the main Cleveland building thus releasing space in the main building for testing. This center is located in one of two purchased frame structures, one of which is used for storage purposes. While not entirely adequate or best suited for the purposes, these structures relieved the pressing problem and were the best solution under conditions of material and labor shortages as well as complicated zoning restrictions. In the main building one manufacturers' room was restored to its intended purpose and three additional rooms recently were provided, making a total of five manufacturers' rooms available at the present time.

At Los Angeles the situation was somewhat relieved by construction of a Quonset structure adjoining the main building. Another would have been needed at the present time and both would have had to be removed within a few years for extension of the main building to the property line to make effective use of the original site.

The newly purchased building contains approximately 9,000 square feet of floor space in a structure 100 by 85 feet, with some floor space located on a balcony. Ground space totals 15,000 square feet on a site 150 by 100 feet. Thus additional parking space as well as space for the new gas cracking plant is provided. Without this additional ground space it would have been necessary eventually to move gas storage facilities to the roof of any new building erected and also to relocate facilities for producing manufactured gas.

Although the impact of the moratorium granted on appliance approval during the war years is being felt at the present time, this has not been a basic factor in charting needs for the next ten years since it is of a temporary nature and is being handled satisfactorily mainly at the Cleveland Laboratories by the double-shift arrangement.

Long-range population trends, on the West Coast in particular, point to an increasing appliance testing load over the years. Census Bureau studies show that spectacular growth in California, Oregon and Washington of recent years, while greatly accelerated by the war, actually represents the continuation of a trend of long standing. Shortages of other fuels have also stimulated interest in gas as a fuel nationally, and this condition is expected to increase the appliance testing load. Consequently the expansion plans that are being carried out are considered to be conservative. The West Coast program is expected to be adequate for the full ten-year period but it may be necessary within the next few years to expand further the Cleveland facilities.

## Free service problem

(Continued from page 19)

appliances prompting customer comment about maladjustments. The relatively large percentage of comments involving water heaters on orders worked by servicemen in Group B appeared significantly higher than the identical item on orders worked by servicemen in Groups A and C. A restudy of the data disclosed the following pertinent facts:

a. A large percentage (55 percent) of the water heater complaints involved overheated water.

b. Most of those complaints were made by customers following the first service call to establish gas service to new homes.

c. Group C servicemen, due to their classification, worked more "set and turn-on meter" orders than the other two groups.

Our original question, "Why the difference between the groups?" had been answered, at least partially, but a new question, "Why do new water heaters overheat to the point of affecting a customer's reaction to the appliance?" was still unanswered.

The data was broken down further to segregate the different kinds of water heaters involved. The information revealed by that study was rather interesting. Approximately 75 percent of the cases involved 11 different makes of water heaters, indicating a possible tendency of servicemen in Group B to leave pilots adjusted too high, or thermostats set at a higher than normal temperature. It appears significant, however, that 25 percent of the cases involved one manufacturer's product. That condition might have been expected had that manufacturer been the most active distributor in the area, but actually that firm's factory is rather small and has relatively few retail outlets.

Discussion of the problem with the service inspectors, who are thoroughly experienced servicemen, indicated two possible reasons for that particular water heater to overheat:

a. The position of the pilot in the relation of the automatic shut-off device and the burner requires a higher than normal pilot flame to provide proper ignition and maintain the "Safety" in an open position.

b. The thermostat is constructed in a manner that could result in a sluggish action.

These points are, of course, inconclusive, but the problem was considered sufficiently important to warrant additional study by our utilization engineer.

Our experience, we believe, permits the following conclusions:

a. Servicing calls on newly-installed appliances can be reduced materially if dealers recognize and accept their responsibilities.

b. Pre-testing of appliances alone is not sufficient.

c. Proper training of the appliance installer and preparation of field trial reports for the manufacturer will lead to a reduction of service costs chargeable to new equipment.

d. Functionally correct equipment, properly installed, will convince the customer still further that his selection was based on sound judgment.

The success of an appliance service training course, like other management functions in business, depends to a large extent upon a sound organization. "Organization" in this case refers to (1) the selection and arrangement of course material with regard to effective training techniques; (2) proper integration of the training function with other

staff departments and field supervisors.

Although these points are considered as separate points in setting up a training program, in actual administration they are so closely interrelated that it is difficult to conceive a major training problem to which both principles would not apply.

These new techniques have been widely discussed and well covered in numerous publications. There are, however, two points relative to the general organization of an appliance service training course that appear worthy of special attention. They are (1) the organization of training material into the proper sequence; (2) the organization of training material to place emphasis on the important phases of appliance servicing work.

It is customary to think of service work in terms of the type of order executed. To illustrate, we think of a serviceman's work as consisting of various types of orders, such as turn-ons, closes, meter change orders, customer service orders. But when we examine those work assignments from the standpoint of skills or knowledge needed for their execution, we find that they con-

## A. G. A. Convention

(Continued from page 6)

### MANUFACTURED GAS DEPARTMENT

MONDAY, OCTOBER 4—2:00 P.M.

Ballroom-Auditorium

**Research and Promotion—An Investment in Security**

Hugh H. Cuthrell, Chairman, Manufactured Gas Department; Second Vice-President, American Gas Association; Vice-President, The Brooklyn Union Gas Co., Brooklyn, N. Y.

**Meeting the Peak Load Problem**  
(Speaker to be announced)

**Market for Manufactured Gas Securities**

Edward Hopkinson, Jr., Drexel & Co., Philadelphia, Pa.

**Symposium on Availability of Gas Making Materials**

Conducted by J. V. Postles, Chairman, Manufactured Gas Department Committee on Fuels

## ENTERTAINMENT

MONDAY EVENING

**The President's Reception and Dance**  
Music by The Boardwalk Favorites,  
Joe Stern and his Orchestra  
Special Features—Dancing.

TUESDAY AFTERNOON

**Solarium, Marlborough-Blenheim Hotel**

**The Tuesday Afternoon Ladies' Party**  
Music by The Seashore Trio

WEDNESDAY EVENING

**Dancing and Entertainment**  
Music by Joe Stern and his Orchestra  
Featuring, Hollace Shaw, star of the  
Pet Milk coast to coast radio hour

THURSDAY EVENING

**Ballroom Auditorium**

**Manufacturer—Utility—Dealer Get Together Night**

Music under the direction of Joe Stern  
Show featuring the well-known Holliday Dancers.



sist of a great variety of operations common to all types of assignments. A turn-on order usually involves meter work, appliance work and clerical work, with many subdivisions under these general headings.

From the standpoint of learning, therefore, it is not a separate unit, but a composite of many separate operations that are combined into various patterns in the execution of assignments. It is better, therefore, to organize training material on the basis of the necessary skills required to perform the service work in general, rather than on the basis of type of order executed. This arrangement makes it possible to achieve maximum value from the training time because the subject matter can be arranged in a sequence that promotes quick learning by the inexperienced people.

The principle of "training to meet known needs" is widely accepted by industrial training people. Trade publications of the industrial training variety are emphasizing the advantages of using a precision "rifle" approach in training to correct specific weaknesses over the "shot gun" method covering a wide range of subjects without regard for the relative importance of the individual items. Training supervisors are being encouraged to plan courses based on the study of items such as unit production costs, sales reports, scrap or reject reports, labor turnover rates, absenteeism records, accident reports.

Information from some of these sources is useful in deciding where to place emphasis in appliance training courses, but a training supervisor of a public service organization needs additional data from the standpoint of that most important individual, the customer, to indicate which training needs are most important. The recurring order file, showing repeated orders at one address, is probably the most common method of gathering this type of information.

This source is helpful because aggravated cases of customer dissatisfaction will be brought to light, but the larger volume of minor items, not important enough to prompt a second call, may go unnoticed. The work inspection program administered by the quality control group mentioned earlier supplies that added detail. A relatively high percentage of newly-assigned servicemen's work is inspected and quarterly reports showing the pertinent characteristics of recently trained employees' work

are prepared for the training section.

Figure 6 graphically illustrates information taken from a report prepared approximately one year ago. At that time, a disproportionate number of students' field errors were found on ranges. The segregation of the items inspected on the various pieces of equipment make it possible to determine within close limits the particular section of the appliance contributing most heavily to the errors.

Further breakdown of students' maladjustments on ranges revealed that the range top was the section requiring closest attention, with the top burners and top pilots the focal point of the trouble. The value of this type of information is best illustrated by comparing the chart of a year ago with a similar chart based on data taken from a recent report (See Figure 6).

## Errors Reduced

As a result of several course revisions, the total number of field errors by students has been reduced appreciably, with the greatest amount of improvement on the most troublesome item, the range.

By use of data accumulated through work inspection of recently trained servicemen, it is possible to establish normal progress or learning curves (See Figure 7) showing the relative success of new people in reaching average proficiency on the job.

This information is useful to the training group in two ways: (1) it indicates whether or not the courses are equipping students with the information necessary for their continued development, and (2) it serves as a yardstick to determine which people are ready for additional training and upgrading to a classification requiring the execution of more complex assignments.

We have found that screening candidates in this manner practically assures successful completion of the advanced course. Of the last 145 men who received such training, only one has failed to qualify for the more responsible job.

Since the major objective of a gas utility's service organization is to promote customer satisfaction with gas appliances, the value of an appliance service training course is ultimately decided by the customer. Records based on several years of work inspection in customers' homes indicate that 98 percent of the service calls by experienced servicemen are effective from the standpoint

of correcting the item prompting the customer request for service (See Figure 8).

Included in that 98 percent is a small group representing five percent of the customers who were satisfied with the call but who made comments to the service inspector indicating that the service could have been improved had the serviceman been more thorough in his inspection of all gas equipment on the premises.

By comparison, new servicemen with approximately three months' experience working customer complaint type assignments are satisfying the cause of the customer's request on 97 percent of the orders. Other details prompting customers to comment are found on six percent of their calls. Considering the brief experience of the new men, the relatively small difference in terms of customer satisfaction between the work of the new men and the work of the older employees is a rather positive index of the success of the training course.

An experiment was conducted recently to examine the possibility of incorporating a mail questionnaire into our field inspection routines. There is considerable time lost inspecting certain types of orders where a minimum of service is required. Reduction of that unproductive time was the primary objective of this project. There being very little mechanical work to inspect, the customer's opinion of the adjustments performed on the call was the major element of inspection. We felt that such information might be secured through the mail.

In the preparation of the questionnaire emphasis was placed on brevity, directness, and personal appeal.

Approximately 500 letters were mailed to customers within five days following the completion of service calls. The results were rather interesting. Our study of written material on the subject of mail surveys had led us to expect a return of 20 to 30 percent. We were, therefore, considerably surprised to have 68 percent of the letters returned. All negative comments were investigated by calls on the customers' premises in order to definitely establish the cause of the dissatisfaction.

It was interesting that the prediction of authorities to the effect that the percentage of return would vary in direct ratio of the income level of the group was substantiated in this study. Four areas of metropolitan Los Angeles were defined ac- (Continued on next page)



1948

## SEPTEMBER

- 10 •A. G. A. Southwest Personnel Conference, New Orleans, La.
- 10 •New Jersey Gas Association, Hotel Monmouth, Spring Lake, N. J.
- 13-14 •Mid-West Gas Association, Twenty-Fifth Gas School and Conference, Iowa State College, Ames, Iowa (Hotel Sheldon-Munn)
- 14-16 •Pacific Coast Gas Association, Hotel Casa del Rey, Santa Cruz, Calif.
- 16-18 •National Petroleum Association, Hotel Traymore, Atlantic City, N. J.
- 17 •Oklahoma Utilities Association, Gas Division, Biltmore Hotel, Oklahoma City, Okla.
- 20-22 •National Butane-Propane Association, annual convention and trade exhibit, Congress Hotel, Chicago

## OCTOBER

- Week of October 4 •A. G. A. Annual Convention and G.A.M.A. Exhibit, Atlantic City, N. J.
- 14-15 •Texas Mid-Continent Oil and Gas Association, annual meeting, Fort Worth, Texas
- 18-22 •National Safety Congress, Chicago
- 20-22 •American Standards Association, annual meeting, Waldorf Astoria, New York
- 25-29 •National Metal Exposition & Congress, Philadelphia, Pa. (A. G. A. will exhibit)
- 26 •Independent Natural Gas Association of America, annual meeting, Mayo Hotel, Tulsa, Okla.

## NOVEMBER

- 1-3 •Wisconsin Utilities Association, convention of Commercial and Technical Divisions, Gas and Electric Sections, Pfister Hotel, Milwaukee
- 8-11 •American Petroleum Institute, Stevens Hotel, Chicago, Ill.
- 8-12 •National Hotel Exposition, Grand Central Palace, New York (A. G. A. will exhibit)
- 11-12 •Mid-Southeastern Gas Association, annual meeting, Sir Walter Hotel, Raleigh, N. C.
- 15-18 •National Association of Railroad and Utilities Commissioners, Savannah, Ga.
- 18-19 •National Personnel Conference of the Gas Industry, Palmer House, Chicago
- 18-20 •School Food Service Association, second annual meeting, Statler Hotel, Detroit, Mich. (A. G. A. will exhibit)

## DECEMBER

- November 28-December 3 •American Society of Mechanical Engineers, Hotels Pennsylvania & New Yorker, New York

# Personnel service

## SERVICES OFFERED

**Commercial Manager-Sales Manager** experienced in all phases of commercial work. Successful record in sales work. 1583.

An experienced girl with degree in the field of **Home Service** with gas and electric utility desires a change of position and location. Details and references upon request. 1584.

**Chemical Engineer**—June "48" graduate seeking employment as trainee in sales or production work with a future. Ranked in top quarter of engineering class; readily assumes responsibility. Courses of study included Fuels, Power Generation Materials, Plant Layout, and Design. Veteran, single. (24). 1585.

**Engineer, Chemical**—Graduate June 1948. Prefer position in New York area but will work in other parts of country. Course of study included Fuels, Plant Design and thesis. Single. (22). 1586.

**Personnel and Training**—Military Academy graduate, 1939 (B.S.), with extensive Army service and experience in training and personnel administration; one semester, school of Business (Personnel Administration, Labor Policy, Management), Columbia University. Will go anywhere. Married. (35). 1587.

**Gas Engineer**—now employed as consultant and general supervisor for a gas conversions company; previously engineer for Gas Utilities Company; desire new connection in either supervisory, administrative, training, or technical capacity. Graduate Chemical Engineer. 1588.

**Depreciation Engineer**, Professional registration in petroleum and natural gas (Texas). Graduate of M. I. T. Twenty years' experience in exploration, production, industrial sales, depletion and federal regulation. Currently employed as accounting adviser. Desires connection with large natural gas company. 1589.

## POSITIONS OPEN

**Assistant; Distribution Department** of New England Utility experienced in design operation and maintenance. Please furnish references and full particulars regarding education and qualifications. 0530.

**Development Engineer** required for immediate placement to act as project engineer for appliance manufacturer on product development. Technical Education; with several years drafting and development experience. Furnish complete details of background and a photograph, previous salary record and requirements; age 25 to 40. 0531.

**Working foreman** for small Propane-Air Gas Property, in city of 15,000 population. Good opportunity for one that understands Installation and Service of appliances, meters, etc. Prefer one that desires to work up to managerial position. 0532.

**Eastern Utility** has an opening for a technical man with Gas Plant experience. 0533.

**Sales Engineer** specializing on Gas Fired Unit Heaters to cover the Southwest, with headquarters in Dallas. Prefer a graduate mechanical engineer with sales experience in the Industrial Gas Appliance field. Excellent opportunity to grow with a leading manufacturer of Air Conditioning, Refrigeration and Industrial Heating Equipment. Your reply stating age, education, experience and desired salary in the strictest confidence. 0534.

**Gas Engineer**—Experienced in water gas and coal gas operations. Distribution experience helpful but not necessary. Southern New England location. Graduate engineer preferred. 0535.

**Sales Engineer**—Permanent position selling couplings, fittings and pipe repair products, primarily to the gas industry. Previous sales experience in this field desirable. Prefer man under 45 free to travel extensively. Salary and bonus. All applications considered in strictest confidence. Write full details concerning education, experience, compensation requirements and other personal data. 0536.

## Free service problem

(Continued from page 47)

cording to the average income of the residents. When the letters returned from those districts were tabulated on this basis (see table below), the results indicated rather positively that a higher percentage of return can be expected from the higher income groups.

Income Group	Percent Returned
High	86
Middle high	73
Middle low	68
Low	62

The data accumulated through the mail survey was quite comparable to the information acquired through work inspection of similar orders. Ninety-seven percent of the customers returning letters expressed satisfaction with the items

that would have been inspected by service inspectors. Work inspection of comparable orders on customers' premises by service inspectors shows nearly the same results.

Since the cost per customer sampled by mail is less than 25 percent of the cost per customer sampled by personal contact, the economy of the mail questionnaire is apparent. This technique has been applied to only one phase of our operations to date and our results are, as yet, inconclusive.

In reviewing the steps proposed by Mr. Baldwin for meeting the challenge of service, I find that many utilities have explored similar suggestions. If the exchange through publications or correspondence could be continued and perhaps amplified, utilities possibly would obtain some assistance in controlling their individual "problem child."

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